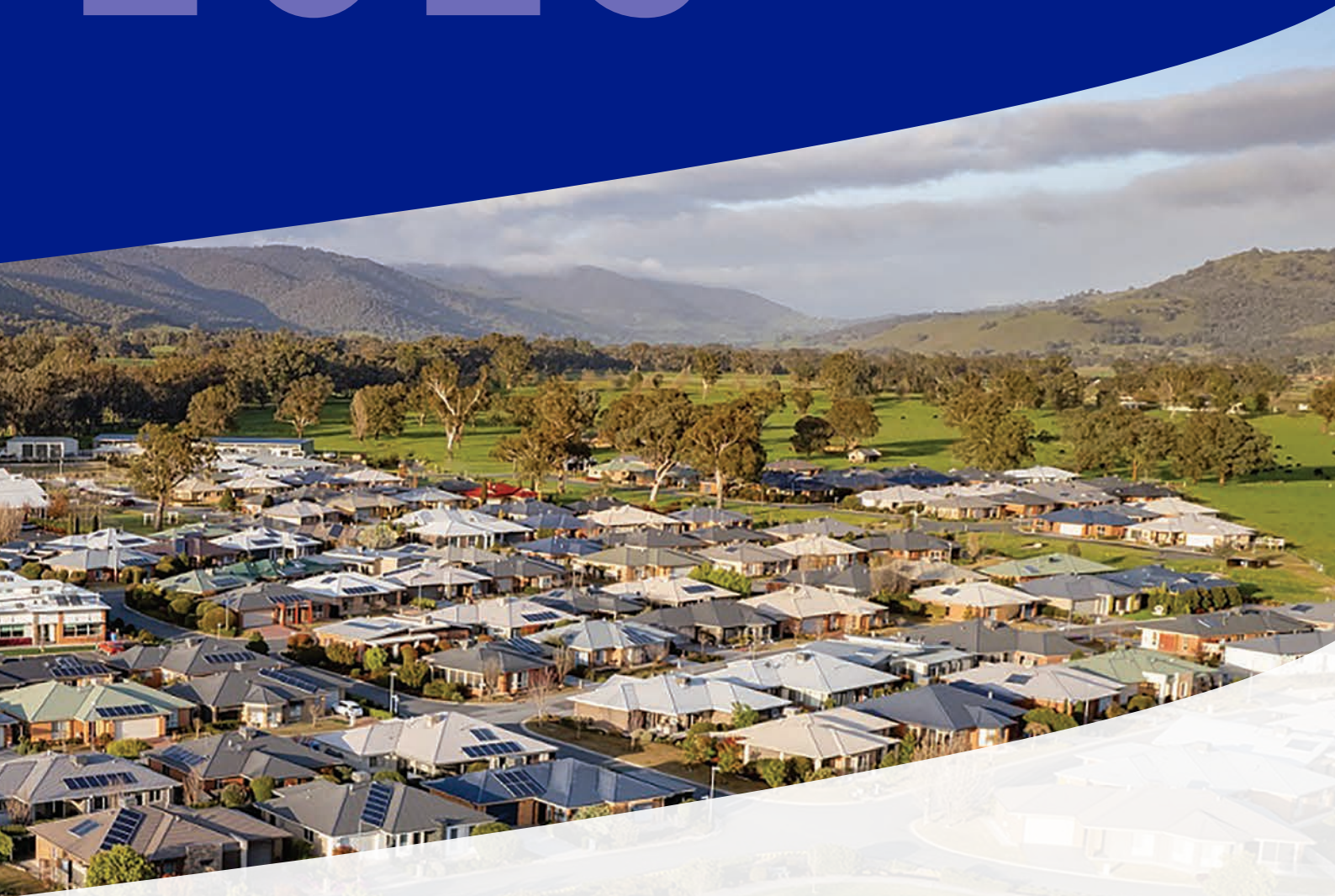


ANNUAL REPORT 2022 2023



Westmont 
Aged Care Services Ltd

Mission Statement

Westmont will:

Provide quality residential care, community care and lifestyle options and services for our older members of our community.

Aim to be the first and preferred choice for our clientele.

Be seen as the leading “Not for Profit” organisation by our community.

Be an employer of choice for staff qualified to work in our field.

Be proactive and responsive to the ever changing needs of our community and clients.

Our Vision

Our commitment to quality ensures Westmont is continually setting and maintaining standards of excellence in providing in-home and residential services for the older people of our region.

Philosophy

“Caring for All by All”

Values Statement

Show **RESPECT** by actively listening and taking the time to understand and value each person and their choices.

Behave in an **ETHICAL** manner and be **PROFESSIONAL** in every interaction we undertake thereby building **TRUST**.

Be **TRANSPARENT** and **ACCOUNTABLE** in all of our dealings with our residents, clients, staff, volunteers and our community (stakeholders).

Nurture **COMPASSION AND DIGNITY** with all our residents and clients.

Openly **ACKNOWLEDGE** the work of our staff and volunteers for their **PASSION** in what they do.

Recognise **DIVERSITY** in our community and ensure our organisation reflects and responds to that diversity.

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Chairman and Chief Executive Officer's Report

From Dr Bill Keeton Board Chair

The last 12 months have been a continuation of the considerable changes sweeping through aged care and the residual impacts of COVID-19 and its aftershocks. This has included managing the Royal Commission into Aged Cares recommendations and their implementation by government, big changes to funding models, continued pressure on care standards and expectations, workforce reforms and wage rises, new star ratings and a host of other changes.



The Board has changed membership over the last 12 months with the stepping down of four of our experienced and valued Directors and the recruitment of four new Directors. Eleanor Fitz, Andrew Brown, and Andrew Williams all reached their Board Director term expiry at the 2022 AGM and stepped down. Roger Snell decided to resign in June 2023. Roger was the Chair of Audit Risk and Finance Committee and his finance experience; his health background and his business acumen will be missed. We are very grateful for all their service and thank them for all their contributions over the years.

In terms of new Directors, we have had four new Directors commence over the year. After the AGM, Janet Chapman, Dr Bill Walton and Ashley Boyd all commenced their terms. Nicholas Moore joined later in the year. Janet has extensive health and public service experience; Bill is a practicing GP and Ashley a practicing Accountant as is Nicholas who works for a water utility – so we have gained a great combination of talent and experience. The Board is committed to focusing on good governance practices and a commitment to our community as part of our strategic direction. The selection of these new Board members along with our existing members will help achieve this goal.

I want to take this opportunity to thank our wonderful staff and executive team for their continued support and commitment to our values, while executing our mission. We will continue to focus on delivering the best aged care services in our Region.

A handwritten signature in dark ink, appearing to read 'William Keeton'.

DR BILL KEETON
CHAIRMAN

From Tony Dunn CEO

I am now in my second year as Westmont's CEO and despite many achievements, it has been a year marked by further industry uncertainty and financial challenges.



It's certainly been an unpredictable time in aged care over the past 12 months and this doesn't look like it will change soon. The last year has been a continuation of dealing with the changing and challenging world of aged care, especially in residential aged care, as the continuation of the COVID-19 led disturbances affect our workforce availability and routine and necessitate access controls and infection control measures on visitors and families. We have tried as much as possible to insulate residents from the impacts and keep a routine to life whilst meeting the requirements of government and public health.

To date we have successfully managed the impacts of COVID-19 and other respiratory outbreaks such as Influenza not only in our residential care facilities but in the wider Westmont community. This has required the introduction and coordination of a raft of necessary screening, protection and prevention measures which have been a considerable undertaking to manage and resource.

Operationally we have invested a lot of time in consolidating our policies, staff structures and responsibilities, quality systems and HR support. Westmont finally had its residential aged care accreditation visit in February 2023 after it was delayed by 18 months, and the good news is we gained full three year accreditation without any issues – all standards were considered met. This was a great relief to the Board and management as the aged care compliance and accreditation environment after the Royal Commission is very demanding. We put considerable resources and effort into being prepared and luckily it paid dividends. We also successfully negotiated a new Enterprise Bargaining Agreement (EBA) for Westmont until 2024 – to replace the previously expired one.

Westmont has continued planning for and managing growth in our Community Aged Care services to respond to the Government's ongoing investment in the provision of services at home. Part of the planning for growth was to move our Community service from its locations at

Beechworth Road and Ellen McDonald Drive Baranduda to a new single site in central Wodonga. We were able to obtain the previous ANZ Bank building in central Wodonga at 170 High Street and moved staff in later part of 2022. The Community Team have settled in well and this aged care shopfront opportunity will also provide a springboard for other Westmont services and marketing activities.

Our Villas and Apartments have continued to attract high demand and every effort has been put into keeping the villa and apartments amenities contemporary and fresh. The gardens and grounds continue to be a highlight and a great drawcard for the site and a credit to our gardening team. With the heavy rains, we had a few issues with floods and runoff water over and around the Christmas break with several Villas sustaining water damage and work has been undertaken to mitigate this for the future.

Financially Westmont is currently in a consolidation phase after many years of considerable capital development and expenditure and a very challenging recent few years operationally. A lot has changed since the advent of COVID-19 in 2020. The financial and resource environment is now very challenging with the ongoing fallout from unpredictable staff availability, impacts of government changes to funding, relentless workforce cost and wage increases, other increases such as superannuation, accreditation costs and generally escalation of costs in insurances, Workcover, materials, resources and food. In addition, we have had pressures on our ever-aging infrastructure requiring updating or replacement especially with our telephony, Internet and IT infrastructure and software environment. The new government 200 minutes of care rule, star ratings and 24\7 Registered Nurse requirement for every facility has meant a considerable upscale in our staffing to meet these targets and a larger salary impost. New sector and EBA pay rises have also had to be managed and funded.

We also saw the departure of long serving Director of Finance and IT Services, Don Wilkinson, and the appointment of a new Chief Financial Officer, Matthew Fagence.

In terms of Capital progress, it has been a slow and frustrating year. COVID, workforce issues across many industries and supply and price pressures have escalated costs and postponed schedules. Our capital projects have had to be significantly reviewed and adjusted and, in some cases, even stopped. As you may be aware we have had two major projects on the drawing board. We have the Westmont Dementia Cottages - Stage Two (30 additional Dementia beds and a Community Dementia Activity and Support Centre) to complete along with a large project on 34 Ellen McDonald Drive property called the Seniors Lifestyle Village (SLV). The opening of the Cottages for people living with dementia in January 2021 was a great

milestone and planning has been recommended to finish the development. The operation of the Cottages has largely proven a success and is currently considered a best practice model in the industry.

The final stage (Stage Two) of the Cottages has reached the final design stage and we are now considering finance and building options. The plans call for 30 additional specialist dementia rooms in 4 modules and a new Activity and Support Centre. The Activity and Support facility will also house a commercial kitchen and laundry as well as other meeting, reception, storage and activity spaces. This will create a final facility of 62 beds along with the community building and allow it to be self-supporting and greatly improve access, facilities and amenities for residents in the Cottages.

Unfortunately, the SLV project has not proceeded as planned and after several reviews and changes, the business case is no longer considered viable for Westmont to continue with. Fortunately, we have been able to negotiate a sale for the property to another lifestyle village provider (Lincoln Place) who have plans to complete the planned development largely as originally envisaged.

We have also completed several smaller projects to keep our buildings and grounds safe, contemporary, and well serviced. This includes a refresh of our Homestead common areas and the front entry area including the Café. This has included new flooring, painting, and new equipment. We have also updated and improved our signage including better wayfaring signs, lighting improvements, new reception fit outs and the creation of more office space.

In an effort to fund further cottages development, we also created a new fundraising vehicle called the Westmont Foundation to attract funding for our proposed Dementia Activity Centre. It is hoped that we raise at least \$1m toward the facility from our community fundraising. We are well on the way with a great start via a bequest and many other donations and fundraising by Villa and Homestead residents.

In closing, once again I wish to thank my executive team, Westmont staff working in all areas, and our Board Directors for their support and understanding throughout another challenging year, and we look forward to the future with much anticipation for the continued success of Westmont Aged care Services Ltd.



TONY DUNN
CHIEF EXECUTIVE OFFICER

Board of Governance 2022-23



Dr William Keeton

*PhD – Management
Masters – Management
Bachelor – Political Science
Chair (2021 to current)
Non-Executive Director*



Ashley Boyd

*Bachelor of Business (Accountancy)
Chartered Accountant (CAANZ)
Non-Executive Director*



Jennifer Gordon

*Master of Education Leadership and Management
Bachelor of Education
Non-Executive Director*



Janet Chapman

*Bachelor of Science
Graduate Diploma Education
Graduate Diploma Human Nutrition
Masters of Health Service Management
Graduate – Australian Institute of Company Directors (GAICD)
Non-Executive Director*



Debbie MacKinlay

*Grad. Dip Management
Non-Executive Director*



Dr William Walton

*MBBS Medical Degree
Diploma of Obstetrics RACOG/RACGP
Fellowship Royal Australian College of General Practitioners
Diploma of Travel Medicine
Basic and Advanced Diving Medical Officer Course
Graduate – Australian Institute of Company Directors (GAICD)
Non-Executive Director*



Graeme Patterson

*Diploma of Business Management
Non-Executive Director*



Carol Wlodarczyk

*Master of Organisation Psychology
Bachelor of Behavioural Science
Company Secretary
Non-Executive Director*



Roger Snell

*FCIS
Past Fellow Chartered Institute of (Company) Secretaries
Non-Executive Director*

Retired Board Members

Andrew Brown

Board Director – 2013 – Resigned October 2022

Eleanor Fitz

Board Director – 2004 – Resigned October 2022

Andrew Williams

Board Director -2004 – Resigned October 2022

Roger Snell

Board Director – 2019 - Resigned June 2023

Life Governors

Mr B Martin
Mrs J Berrell – (RIP – May 2023)
Mr I Warwick
Mr R Matthews
Ms S Cardwell
Mr J Dunstan
Mr N Seymour
Mr A Brown
Mr P de Koeyer

Mr L Boyes
Mrs P Corcoran
Mr B Pooley
Mrs M Schubert
Mr R Snell
Mr T McLean
Mrs E Fitz
Mr A Williams

Executive and Management Team



Tony Dunn
Chief Executive Officer



Matthew Fagence
Chief Financial Officer



Laura Souquet
Director of Care and Clinical Services



Maralee Vogel
Director of Community Care



Peter Ward
Manager of Hotel Services



Carolyn Moxey
Manager of Cottages and Quality Systems



Angela Collins
Manager of Independent & Assisted Living



Doug Cook
Manager of Building Facilities



Shane Bartlett
Manager of Grounds

RESIGNED AND RETIRED EXECUTIVE TEAM

Don Wilkinson – Director of Finance and IT Services – February 2008 – Retired March 2023

George Taylor – Manager of People and Culture – October 2019 – Resigned March 2023

Christine Boyer – Manager of Village and Apartments – February 2006 – Retired May 2023

Continuous Improvement

As aged care providers we must comply with the Aged Care Quality and Safety Commission's Rules 2018 (Rules) that states we must have a written Plan for Continuous Improvement (PCI).

What is a Continuous Improvement Plan?

It is a plan that describes the ongoing efforts we have taken to improve our quality of care and services provided to our residents and clients. Westmont's Continuous Improvement Plan is measured against the Aged Care Quality Standards. It considers the needs of residents and clients and assesses our systems to ensure quality care and services are achieved with best possible outcomes for residents and or their representatives.

Our Continuous Improvement Plan is resident/client focused, information is gathered multiple ways through our information systems, including staff, resident, Board, care and Family meetings, feedback from other health care professionals, formal feedback through feedback forms, emails, verbally in person, surveys, and questionnaires.

Below is a snapshot of some of the improvements made.

Independent Auditor

An independent auditor was sought for our residential aged care services to complete a 'mock' audit against the Aged Care Quality Standards in preparation for reaccreditation and to identify any potential gaps.

Finger Food – Cottage Residents

Depending on where a resident is in their dementia journey, some find it difficult to manage cutlery and then are at risk of losing weight. To promote independence and wellbeing finger food has been introduced into the Cottages, this is in addition to their regular meals. The food is a healthier option to sweets and includes things like vegetable sticks that can be dipped in hummus or other dips, assorted sandwiches, zucchini slices and savoury antipasto platters just to mention a few.

Installation of Roll-a-doors

Roll-a-doors were installed in each Cottage kitchen to prevent potential incidents from occurring. When staff are absent from the kitchen area the roll-a-doors can be closed to prevent residents from accessing high risk items such as toasters, cook tops, microwaves, and kettles.

Electronic Medication Management System

An alternate medication management system was researched for use in our residential care facility. This is to reduce the likelihood of medication administration errors. MedSig is the software we have implemented.

Falls Committee

A Falls Committee was formed due to the increase in falls identified through our quarterly reporting process. The Falls Committee meet to discuss ways to improve the care and services provided to residents and clients.

Community Volunteer Program

Volunteers from the Community Volunteers Program were sought to provide emotional support and wellbeing to residents in residential care.

Connections with Community

Residents in residential care who previously belonged to community groups are encouraged to continue those partnerships. For example, Country Women's Association (CWA) ladies group meet regularly using the Coffee Shop as a meeting place and another resident continues to attend returned services group meetings and luncheons.

Participation in Games and Activities

Some residents were finding it difficult to roll the ball along the ground when participating in Box Bowls. Staff noticed that residents were struggling and modified a piece of plastic pipe that residents could roll the ball down and continue to play 'Box Bowls'.

Resident and or Representative Committee Participation

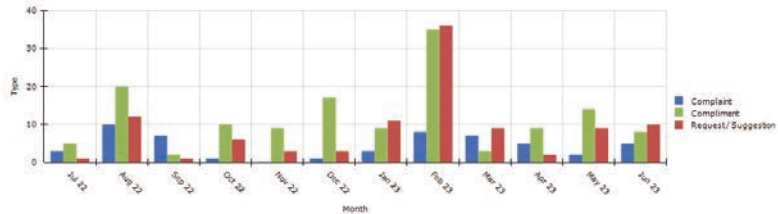
Residents and their representatives have been offered the opportunity to participate in small committees or advisory groups, to partner with Westmont in how they want their care and services to be delivered. The information gathered will be forwarded to Westmont's governing body as a way of providing feedback about what matters to them.



Homestead & Cottages Feedback 2022-23

Locations: Westmont Homestead
Date Range: 01 Jul 2022 - 30 Jun 2023

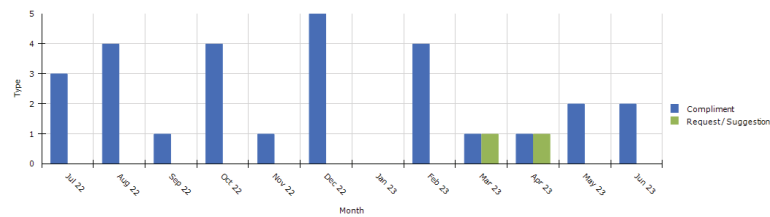
Type	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Complaint	3	10	7	1	0	1	3	0	7	5	2	5	52
Compliment	5	20	2	10	9	17	9	25	3	9	14	8	141
Request / Suggestion	1	12	1	6	3	3	11	26	9	2	9	10	103
Total	9	42	10	17	12	21	23	79	19	16	25	23	296



Westmont Village

Locations: Westmont Village
Date Range: 01 Jul 2022 - 30 Jun 2023

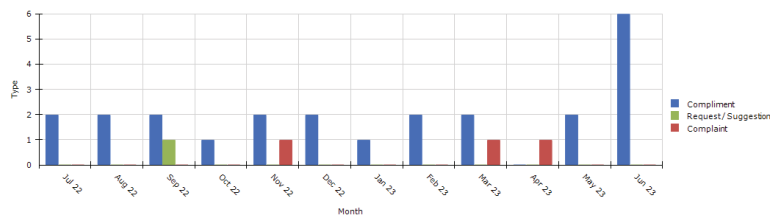
Type	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Compliment	3	4	1	4	1	5	0	4	1	1	2	2	28
Request / Suggestion	0	0	0	0	0	0	0	0	0	1	0	0	2
Total	3	4	1	4	1	5	0	4	2	2	2	2	30



Westmont Apartments

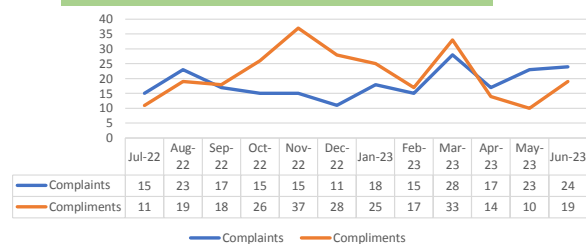
Locations: Westmont Apartments
Date Range: 01 Jul 2022 - 30 Jun 2023

Type	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Compliment	2	2	2	1	2	2	1	2	2	0	2	6	24
Request / Suggestion	0	0	1	0	0	0	0	0	0	0	0	0	1
Complaint	0	0	0	0	1	0	0	0	1	1	0	0	3
Total	2	2	3	1	3	2	1	2	3	1	2	6	28

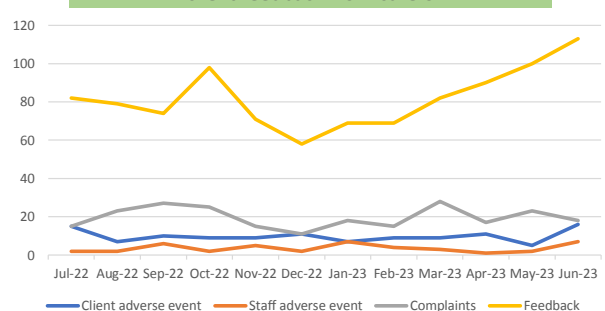


Community Care

Community Care Complaints and compliments for 2022-2023



Community Care client and staff adverse events and client feedback from carers



Continuous Improvement (continued)

Survey Results

Residential Care - Resident and Relative Survey Results

Domains	Resident	Relative
Choices and Respect	87.23%	90.71%
Culture and Lifestyle	86.51%	89.18%
Independence	84.04%	89.72%
Assessments and Care Planning	72.48%	82.11%
Care and Service Delivery	79.09%	88.95%
Medical and Therapy Services	79.09%	85.62%
Meals and Dining	81.24%	85.62%
Cleaning and Laundry	90.64%	91.30%
Accommodation and Living Areas	84.68%	89.68%
General Living Accommodation	88.85%	92.00%
Complaints and Feedback	81.76%	89.47%
Knowledgeable, Capable and Caring Staff	81.16%	87.67%
Wellbeing and Overall Satisfaction	85.39%	90.32%
Overall Score	83.52%	86.66%

Community Care

Home Care Package (HCP) Clients and Relative Survey Results

Domains	Client
Choices and Respect	90.90%
Culture and Lifestyle	89.89%
Independence	88.50%
Assessments and Support Planning	85.28%
Care and Service Delivery	88.13%
Service to Support Health and Wellbeing	84.26%
Complaints and Feedback	86.54%
Knowledgeable, Capable and Caring Staff	85.79%
Wellbeing and Overall Satisfaction	86.48%
Overall Score	87.30%

Commonwealth Home Support Package Clients (CHSP) - Client Survey Results

Domains	Client
Choices and Respect	92.41%
Culture and Lifestyle	92.23%
Independence	89.88%
Assessments and Support Planning	82.58%
Care and Service Delivery	91.60%
Service to Support Health and Wellbeing	81.87%
Complaints and Feedback	83.87%
Knowledgeable, Capable and Caring Staff	87.99%
Wellbeing and Overall Satisfaction	84.11%
Overall Score	87.03%

Assisted Living Units (Apartment) Resident Survey Results

Domains	Client
Communication	95.42%
Care Needs	95.26%
Staff	99.16%
Hotel Services	90.04%
Leadership and Planning	94.94%
The best thing about living at the Westmont Apartments is, <ul style="list-style-type: none"> The ambience, sense of community, safety and security, friendships, and caring staff. Mostly not have to cook and clean. A lot of nice people makes you feel safe, always glad to get back here when out. To be able to live a safe and still private life in a lovely environment with lovely gardens and residents. 	
100% of residents said they would recommend Westmont to friends. 90.91% of residents said they are happy they made the move to Westmont Apartments.	

Independent Living (Villa) Resident Survey Results

Domains	Client
Communication	80.83%
Care Needs	92.69%
Staff	91.27%
Other Services	96.84%
Leadership and Planning	85.96%
The best thing about living at the Westmont Village is, <ul style="list-style-type: none"> Plenty of social activities, if one wishes to attend. Love having the gym and pool to do exercise in. The security of knowing future plans for ageing are available at Westmont. I feel safe and residents help and care for each other. Safe and secure, pleasant gardens and good walking areas. Lovely surrounds, everything kept clean and beautiful. 	
98.08% of residents would recommend Westmont to their friends. 100% of residents are happy they moved to Westmont Village.	

Staff and Education

Residential Aged Care

Westmont employed 10 trainees this year, 8 working in our care team studying towards a Certificate III in Individual Support with training being held onsite with Wodonga TAFE. One other trainee is working in our admin team and is studying towards a Certificate III in Business Administration and another working in our finance department studying towards a Certificate IV in Accounting. Westmont would like to thank the trainees for their commitment to Westmont and our older people and would like to wish them well for the future.

Westmont use an online educator 'Ausmed' to educate new and existing staff. New staff are required to complete training on induction and existing staff must complete mandatory annual training according to their training plan thereafter. This is a requirement of the Aged Care Quality and Safety Commission and align with the Aged Care Quality and Safety Standards. Registered and Enrolled Nurses are required to accumulate Continuous Professional Development or CPD points annually and Ausmed can assist them with this. CPD points are required for nurses as part of their annual registration obligations.

Below is a list of our mandatory annual training requirements, it does not include all the in-service toolbox educational sessions or regular Webinars on best practice.

- Fire & Emergency Training
- Manual Handling
- SIRS Serious Incident Response Scheme formerly known as Elder Abuse
- Duty of Care
- Dementia Training
- Work Health and Safety
- Bullying and Harassment
- Food Safety in Aged Care
- Open Disclosure
- Minimising Restrictive Practices in Aged Care

- Infection Prevention and Control
- Aged Care Quality Standards
- Medication Management competencies
- Care Staff competency manuals
- Fire Warden Training
- ELDAC – End of Life Care

Westmont were awarded a grant to be used to improve the end of life care we provide our residents and their family representatives. A team of staff were formed committed to improving what we do for our residents when nearing the end of life. Our processes, systems and documentation were reviewed, and improvements put into place. This process highlighted the need to ensure each resident has an up-to-date Advanced Care Plan. Advanced Care Plans allow those responsible for the care of a resident e.g., Doctor or family representative to be able to make decisions about future healthcare that person receives when they are not able to make a conscious decision themselves. This means that a resident receives the care and services that align to their personal beliefs and values. The training concluded with an invitation to attend an event in Canberra to present to officials how the grant money was used to improve outcomes for our residents and family members.

Dementia Australia provided onsite training to staff on what it feels like for a person with dementia when trying to do the simplest of tasks. Virtual reality technology was used so staff could better understand what someone with dementia experiences when trying to go from their bedroom to the toilet and how the environment can play a major role in navigating their environment. The second half of the training was learning about behaviours, or why a person with dementia maybe behaving the way they are, giving staff the tools to respond to their needs.

CAROLYN MOXEY
MANAGER OF COTTAGES AND QUALITY SYSTEMS



Community Care

Westmont worked with Wodonga TAFE to deliver the Certificate III Individual Support flexibly in the workplace. Three staff from Community Care completed the course to qualify as a personal care worker. The course was delivered as a half a day a week session and staff were paid to attend the training each week. Work placements were organised internally for the staff to complete their practical skills. Currently one Community Support Worker is completing the Certificate III Individual Support with the trainee Personal Care workers at the Homestead.

Westmont supported two external students to complete their work experience requirements as part of their community studies. Westmont Community Care has hosted many students studying the Certificate III in individual Support to complete their community placement.

Ausmed Training was rolled out to all Westmont Community Care staff at the start of 2023. Staff were required to complete mandatory units in minimising restraint, fire and food safety, OHS, open disclosure, aged care standards, SIRS, infection control, code of conduct and bullying and harassment. Approximately, 95 Community Care completed 1767 learning modules across the various aged care quality standards during the 2022/23 financial year.

To support the online training in Ausmed, the Community registered nurses delivered face to face sessions with senior carers on a range of health topics such as blood sugar monitoring, recognising and responding to client deterioration and bed washing/personal care for palliative care clients. The Continence Care Nurse at Wodonga Hospital provided external training on Catheter care and continence management. The Centre in Wangaratta has provided four days training for personal care workers to

complete the competency unit-Assist clients with medication as it is no longer included in the Certificate III Individual Support course. Twelve carers completed this competency.

A Manual Handling training course is being delivered by an external trainer to support workers providing domestic assistance to reduce injuries through inappropriate bending and twisting. Manual handling information has been included in the induction training delivered to all new staff.

Information on the Serious Incident Response Scheme and Code of Conduct for Aged care workers has been provided to staff, contractors and volunteers and the volunteer and contractor manuals have been updated with these changes.

We utilise carers meetings as an opportunity to provide training and updates to our personal care and domestic assistance staff every two months. Internal carers have produced two resources for the team and staff have presented training on these resources. The first resource was a checklist to safely transport a client and the second resource was a summary sheet on how to perform domestic assistance-order of duties, safe cleaning processes and supporting the client to work with you.

We also provide regular staff updates to our carers on changes occurring in the organisation and information to assist them in undertaking their role.

Staff have attended talks at local schools and at the Wodonga TAFE to promote working in the aged care sector and help students understand the role of the personal care worker and the services Westmont provides. Staff also participated in a career expo held at the cube.

MARALEE VOGEL
DIRECTOR OF COMMUNITY CARE



Staff Milestones

(* denotes milestone reached in 2022/23)

20 + Years

15 + Years

Carolyn Couper
Wendy Hawkins
Maryanne Elvery
Samantha Donovan
Joy Ruby
Ann O'Grady
Mandy Cole *
Karen Honey *

10 + Years

Peter Ward
Christi Lamotte
Danyelle Elliott
Narelle Briggs
Cheryl Pollard
Christine Bloxsom
Christina Miles

Juliette Gallacher
Margaret Seymour
Leah Harry
Jodie Grooby
Laura Souquet
Lesly Coulson
Dianne Laing
Joemon Jose
Shiji Joeman
Narelle Thomas
Andrew Fox
Heather Chapman
Robynne Coleman
Kerrie Small
Carolyn Moxey
Shane Bartlett
Sandra Scalzo
Mary Sutherland
Kylie Jeffery
Kate Manzie

Lisa Bruning
Michelle McIntosh*
Lakhwinder Singh*
Sandra Coughlan*

5 + Years

Bernadette Condon
Ann-Marie Dyball
Maria Mathey
Ryan Polinghorne
William Coombes
Donna Newbould
Rosina Vilella
Thomas Blair
Sandra Hastings
Durga Gurung
Violy Harders
Pahal Bhattarai
Lisa Van Bergen
Catherine Knight

Kristeen Radcliff
Julie Walker
Marilou Villamora
Allison Rosewarne
Taya Brooks
Elissa Flower
Susan Rosevear
Neil Colston
Meghann Shellard
Felicity Kennelly
Jennifer Andrew
Janette Kavanagh
Gerald Weihrauch
Douglas Cook
Nicole Mcliden
Elizabeth Coulston
Diane Newton
Gail Mullaney
Rex Bryce
David Laird

William Samuels
Christopher Fuery
Bethany Smith
Gregory Spann
Lorraine Mclean
Caitlin Bartlett
Jelyn Grace Vyner
Robyn Walker
Emma Burgess
Helen Sherwood
John Baker
Ann Osinga
Kerry Nicholls
Somluck Kamkana
Julie Clark
Anne Ludlow *
Mahesh Prasad *
Jillian Reuss *
Rachael Andrews *
Caterina Fisher *



Homestead Care Report

What a year it has been, once again Covid continues to impact the Homestead and Cottages, we continue to be faced with exposures and outbreaks, staff have demonstrated diligence and resilience during difficult circumstances. Also thank you to friends and families for your understanding. We continue to follow the Government guidelines that are in place.

All staff are vaccinated against Influenza and Covid-19. All permanent residents are now quintuple Covid-19 vaccinated and have had their annual Influenza vaccination unless they have chosen not to be. Westmont continue to work closely with Tangambalanga Pharmacy to ensure the safety of our Westmont community by vaccinating staff and residents at request.

Following a site audit conducted on 13 February 2023 to 15 February 2023, we were very proud that we passed all eight standards and have been reaccredited until the 2nd of April 2026. A huge congratulations to all involved in achieving this excellent result.

The new uniforms have been rolled out for all staff at the beginning of the year, different colours were chosen according to their role so residents and visitors can easily identify Nursing staff from Personal Care Assistants, Activities, Laundry, Food services, Cleaning and Reception staff. The feedback has been positive from staff, residents, and their families.

Staff levels have improved significantly over the last financial year, and we continue to recruit heavily. A total of 57 interviews have been conducted and 45 staff have

been successfully employed. The numbers of interviews include:

12 Registered Nurse's

3 Endorsed Enrolled Nurses

30 Personal care assistants.

Westmont continues to be the regions preferred Aged Care employer.

Our electronic medication system (Medsig) was also rolled out in February, this has allowed staff to sign for medications electronically during medication rounds. By using Medsig we have reduced the number of preventable adverse medication events, and medication prescribing and dispensing errors. These systems have improved the accuracy, visibility, and legibility of medical information, so that the communication between professionals and residents is clearer.

This system is also able to generate reports tailored to Westmont's Policies & Procedures.

Legislative changes in the last financial year.

The Government has introduced two pieces of aged care legislation to Parliament. This legislation includes provisions for 12 priority aged care reforms.

It responds to 17 recommendations of the Royal Commission and includes provisions for:

- Introducing the new Australian National Aged Care Classification (AN-ACC) funding model for residential aged care.



Homestead Care Report (continued)

- The Department of Health and Aged Care to publish Star Ratings to help older Australians compare residential aged care services and decide which service best fits their needs.
- An enforceable Code of Conduct for Aged Care applying to approved providers and their governing persons and workforce. It also provides powers for the Aged Care Quality and Safety Commissioner to take enforcement action for substantiated breaches.
- Extending the Serious Incident Response Scheme to home care and flexible care delivered in a home or community setting. It includes incident management and prevention responsibilities.
- Strengthening provider governance, including placing new reporting requirements on providers and requiring clinical expertise on their governing bodies. The new reporting responsibilities for approved providers will help older Australians and their families to better understand how providers operate.
- Improving information sharing between regulators across the aged care, veterans' care, and disability support sectors.
- Providing increased financial and prudential oversight of the use of residential accommodation deposits and bonds.
- Expanding the functions of the renamed Independent Health and Aged Care Pricing Authority to include pricing advice to Government on aged and general health care.
- Revising the restrictive practices arrangements to address gaps in state and territory guardianship and consent laws.
- Improve integrity and accountability for residential aged care homes.
- Ban exit fees and enable the capping of administrative and management charges in the Home Care Packages Program. These changes will give older Australians more informed choice and control to get the best value for money in their package. This measure will ensure government funding is being spent to meet their direct care needs.
- Have a registered nurse onsite and on duty 24 hours a day, 7 days a week in every residential aged care home from 1 July 2023.

Homestead and Cottages Admissions and Discharges

The Homestead and Cottages are in high demand from the community and hospitals regarding permanent and

respite care. We receive multiple enquiries each week to add to the already long waiting list. The construction of the new stage of Cottages will hopefully relieve a lot of this pressure for potential residents and their loved ones.

The expression of interest list stands at 340 at the time of this report. 133 of these residents have had respite stays with us in the past. The rest of the waitlist are made up of people not quite ready for full time care offered by the Homestead or Cottages but want to move into Westmont when the time comes.

We have had five respite residents pass away during their respite stay, proving that people are staying home longer with increased home care packages.

The enquiry list is audited every 12 months by the admission staff and families contacted to determine if their loved one/s are to remain on our wait list. This is attended to between July and August.

The occupancy rates this financial year is 98.21%.

Forty six permanent admissions, of these seven admissions have been into the Cottages.

Six permanent admissions have joined us from Westmont Apartments and two from Westmont Villas. Our ageing in place community as always is working well.

One hundred and fifty one respite admissions compared to 167 the previous year, we have many residents choosing to use up there full 63 days of respite while they wait for a permanent bed.

This financial year Westmont have had three permanent admissions choosing to move over to us from other facilities.

The Transitional Care Program (TCP) continue to have two beds at Westmont Homestead that are always full. These residents come to Westmont from hospital with a goal to regain their strength to hopefully transition back to their home. We have had 18 TCP admissions for the financial year.

Four residents passed away whilst in hospital, others chose to stay at the Homestead or Cottages with family and staff to support them in their palliative stages of life.

The average length of stay of a resident at Westmont continues to decrease.

	June 30 2017	June 30 2018	June 30 2019	June 30 2020	June 30 2021	June 30 2022	June 30 2023
Average (years)	3.7	3.2	3.1	3.0	3.0	2.9	2.8

LAURA SOUQUET
DIRECTOR OF CARE AND CLINICAL SERVICES

Activities Report Homestead and Cottages

You may say I'm a dreamer, but I'm not the only one', John Lennon's words are so true, as we all have dreams, wishes, and hopes. Music is a wonderful tool, bringing back memories of the past, creating uplifting moods, singing like you're in the shower, belonging, bringing people together, relaxing, taking you to another place and just for the fun of it. Music is the most popular activity here at Westmont.

Some of the fantastic items of activities this past year have been:

- At last!! We're able to have students back visiting. The residents have enjoyed the school visits recently with a group of adolescents in the Mandala Project from WSSC, a group from CCW's music program, CCW students that have parents belonging to the Australian Defence Force, and a concert with young students from the Connie O'Connell music school. We are still corresponding with some of the local primary schools, including Kiewa Valley.
- We have had Cliché Clothing back selling their winter stock for residents to buy.
- Conservatorium of music provided a workshop at the Homestead and the Cottages with the residents using percussion instruments.
- Mystery Bus trips that include morning tea can go to Beechworth, Jindera, Chiltern, Howlong, Dederang, Tallangatta, Hume Weir, and many other destinations are organised well within an hour and a half time limit. Other destination could be new housing estates, family business's passing by someone's previous residence, or an ice cream cone stop.
- A project from the Wodonga Council making bunting with the residents cutting and sewing was enjoyed by the Homestead and the Willow residents, together.
- The Senior's week provided lots of entertainment for the residents with some outings to The Fleetwood Mac Tribute, Rodney Vincent, and concerts at the homestead with Liam Dalby and The Wodonga Entertainment Group.
- Flavours of the World has been a popular activity with residents being able to try different foods and drinks from other countries. This year these countries included Turkey, Jamacia, Greece, and Australia's First Nation people. The Countries of Serbia, Netherlands and Ukraine were visited with family sharing their culture with the residents. Also, the Philippines with Samara, an Activity Officer, sharing knowledge of her culture.

- A Belly dancer entertained the residents with lots of colours and a story of its origin.
- Family themed nights were held at the Cottages (a beach party and hippy power) with dinner provided, themed music and networking. Family were also included in the Christmas celebrations with Shirley's, Lindsey playing the saxophone for us. The Wodonga Brass band also entertained the Cottage residents with Christmas Carols.
- Resident Pat spent the morning at the new community centre in High St opening, selling raffle tickets for our Christmas hamper.

The success of the Activities at Westmont is due to the diverse team of Activity Officers that provide different abilities which contribute to the wellbeing of the residents. I speak on behalf of the team in saying that we are rewarded everyday helping others. To a team that goes above and beyond expectations, thanks for all that you do.

CHERYL POLLARD
ACTIVITIES COORDINATOR



Cottages

What a busy year it has been!

Firstly, I would like to thank the team of wonderful staff who look after and care for our residents, we couldn't do it without you.

Covid is still with us! It has reared its ugly head a few times in the past twelve months. You would assume it gets easier, but it doesn't, it is difficult for everyone. In saying that we have learnt things along the way, improving what we do. Thank you to those who stay away when they feel unwell it really is vitally important to the health and wellbeing of our residents.

A lot has happened over the past twelve months, we have improved outdoor areas making it safer for residents who wander, organised 'themed' family get togethers allowing residents to remain connected to those who are important to them in a safe environment. The kitchens have been made safer with roll-a-shutters installed to restrict access to microwaves, kettles, cooktops, and toasters when staff are not present, however family members are able to access when they need to.

Our Cottages Model of Care Committee has reformed. The role of the Committee is to improve the care and services that residents receive, enabling them to be involved in their everyday activities just as they would at home. This may mean making their own bed, folding washing, setting the table, baking, or assisting with cleaning, gently prompting them to carry out the task safely and at their own pace.



Stage two of the proposed Cottage development has begun. We have learnt many things since the Cottages opened. Family members, residents, health professionals and staff have all provided feedback on what works and what doesn't in the current design and a list of suggested improvements has been given to the architects to include in their plans. The development plans include another four Cottages an Activity/Community Centre, a commercial kitchen and laundry, consult rooms, office spaces, family meeting rooms, activity spaces and a staff room. At the time of writing, we are waiting on Council approval for the architectural plans.

Staff training and mentoring is a focus for the coming year, improving staff interaction and engagement with our residents, improving their general knowledge and skills so they are better equipped to provide individual person centered care and be able to recognise a change in a resident and respond appropriately.

If you have any questions or concerns, please feel free to come and see me in person, ring, or send an email, my office is always open, and you are most welcome.

CAROLYN MOXEY
MANAGER OF THE COTTAGES



Village and Apartments

It has been a great privilege for me to be able to cross over from a Board Member to the Executive team of Westmont Aged Care Services Ltd. As a Board Member I was in awe of what the business represented but to see the workings on a day-to-day basis is truly inspiring.

“Caring for All by All” is truly a working mantra that is demonstrated by each staff member daily from my perspective and from the positive feedback we receive in this office across all aspects of the business.

This year saw the introduction of the Westmont Residents Committee. All residents of the Apartments and Villas were eligible to vote, and the response was overwhelming in favour of the formation of Westmont Residents Committee, this group’s function is to act as a conduit to management in a voluntary capacity.

Apartments

Thirteen new residents have moved into the Apartments this fiscal year, four were previously residing in the Villas taking advantage of Westmont “Ageing in Place”.

Thirteen residents have departed the Apartments this fiscal year, seven residents moved permanently to the Homestead, one couple have returned to family, one has moved to a different Aged Care facility, two passed whilst living at Apartments and one passed away in another Aged Care facility.

Thelma Moyle has moved to the Homestead; Thelma was our original resident in the Apartments and was here 13 years.

Our consulting rooms are well patronised with health professionals offering services to our residents from both the Apartments and Villas four days a week including a GP, Physiotherapy and Podiatry.

Average Age in Apartments: 86

Average Occupancy for fiscal year: 95.26%



Villas

Eight new residents have moved into the Villas this fiscal year. These residents have moved to us for various reasons, one because of the no steps policy at Westmont as her family home had a sunken lounge & terraced garden which she was unable to use.

The other residents were a conscious move to downsize and the ability to travel without the worry of upkeep.

Ten residents have vacated the Villas. Of these ten, two residents have moved permanently to the Homestead, four to the Apartments and four residents have passed away.

Average Age in Villas: 79

Average Occupancy for fiscal year: 98.40%

In closing for this year Jodie Grooby and I would just like to acknowledge the work of our Volunteers, this group of residents assisted us in so many ways. They just do what they do without looking for recognition and without them we would be lost. So, thank you.

ANGELA COLLINS

MANAGER INDEPENDENT & ASSISTED LIVING



Community Care

We had another successful year in delivering a range of homecare services across our funded programs, including the Commonwealth Home Support (CHSP), Home and Community Care Program for Younger People (HACC PYP), Department of Veterans' Affairs Veterans' Home Care (DVA VHC) and Community Nursing (DVA CN), Brokerage services to 11 organisations and Home Care Package (HCP) services. Covid 19 continued to interrupt our service delivery, with Westmont focusing on the delivery of essential services such as community nursing, in home respite, personal care, individual support and the meals program. Personal care which includes showering, dressing, grooming, medication monitoring, prompting and welfare checks. Individual Support includes transport to and from appointments, shopping for and with clients and in home meal preparation. Respite services are very flexible and can include taking clients out for a meal, attend a family function, go fishing or just for a drive. We also provide in home respite including overnight services so carers can take a break or deal with their own personal and health needs, knowing their loved one is safe and well cared for.

We have worked hard to connect with clients who have been on waiting lists for domestic assistance and property maintenance so they can access services. It is hoped the waiting list will be eliminated in 2024.

Westmont in conjunction with the local hospital and a commercial operator delivered in 2022/23 approximately 13,984 meals to 162 clients living at home. Meals on Wheels delivery has spread beyond the perimeters of Wodonga. Our team of wonderful volunteers do 34 delivery runs every week to ensure three course meals with a hot

main course is delivered in a timely manner and ready to eat. The meals are prepared fresh daily and delivered hot to clients in their home with a variety of food options and dietary requirements.

For the 2022-23 financial year, we delivered a total of around 87,043 service hours across all our programs. We have approximately 1077 CHSP clients, and 150 clients under the HACC PYP Program. Our brokerage hours consist of 7,849 service hours delivered to 11 agencies, plus private individuals and clients receiving NDIS services.

Like all businesses, we have been challenged by the impact Covid 19 has had on attracting and retaining a qualified workforce. Sadly, we have lost some carers who have retired or moved on, but we have been fortunate to be able to attract other staff to retain a balance of around 50 carers, including staff who focus on domestic assistance and home cleaning. We have engaged an external contractor to provide some domestic assistance on our behalf. They are a qualified cleaning contractor, and we hear positive things about their service. This allows us to reach out to more clients.

The outlook is bright with new carers coming on board to support our existing care team. To ensure we can continue to grow and take the strain off our existing carers, we have formed a partnership with some local job network agencies and the Wodonga TAFE to attract staff and offer them on the job training by completing a Certificate III in Individual Support. This is an innovative way of supporting our existing staff to upskill, attract new carers, and grow our workforce. We have delivered in house training to our new carers as they come onboard through a detailed induction process and internal training program. We



Community Care (continued)

have also developed a monthly training program for our staff to refresh their personal care skills and providing clinical services to complex clients in the home. This year we teamed with The Centre in Wangaratta to deliver medication assistance training to our carers.

We conduct many internal audits to ensure our service complies with the aged care standards. Our customer service surveys across all our programs have revealed high satisfaction ratings with the quality of care we provide, the knowledge and skill of our carers and the person-centred care we provide to our clients.

We continue to experience growth in our home care package program. We pride our self in being a local provider and providing local care and case management services, including home visits to our clients. During 2022/23 we delivered 26,474 hours of HCP services to clients on packages, servicing 235 clients. We have a dedicated staff member who helps community members navigate the age care sector and register through My Aged Care and assists them to understand their homecare package and budget. Our HCP service was reviewed as part of the home care package program assurance reviews undertaken by the Commonwealth Department of Health and Aged Care and were found to be complying with the government regulations relating to caps on particular services. We pride ourselves in offering competitive care management services and are available to speak to the client locally or via a home visit.

We moved into our new central building in High Street Wodonga just prior to Christmas 2022 and celebrated our move by hosting an open day and market. We raised money for our clients who live at home alone and used the funding to purchase a Christmas hamper for our clients.

We have all our staff under one roof, including care managers who provide case management and support to our home care package clients and our care coordinators and scheduling team that are the heart of our operations. Being under one roof will lead to improved efficiencies and opportunities for staff to plan support for clients with complex issues. The social connections group and Willows Dementia group will continue to operate from the Willows building in McFarland Road.

We successfully coordinated a carer respite and support program, where carers and care recipients were able to take time out from each other and attend outings, meet other carers, and obtain support to undertake their caring responsibilities. This once off funding allowed us to deliver over 400 hours of respite to both carers and care recipients. Around 15 carers participated in the program over the 12-month period.

We have been challenged by changes in funding models, proposed aged care reforms and industrial award changes. The award changes means that we must provide minimum periods of engagement and no service gaps for our carers. This has proved challenging to our rostering team, and we thank our clients for their patience, adaptability, and flexibility because of changes made to their roster. When service times change, we communicate these changes to the client via text messages or phone calls and we ask clients to have some flexibility in allowing for delays that may occur. We have maintained our two-hour rule, which is if your service time changes for domestic assistance exceed two hours, we will contact you via phone or text message. We request that clients do not make appointments two hours either side of their indicative roster time to accommodate changes in the roster caused by staff being sick or delays being experienced by carers.



Our 24-hour cancellation policy means that we are happy to schedule a new service time if we have at least 24 hours' notice of your unavailability and will not charge a late cancellation fee. We thank all clients for their patience and understanding particularly during periods of high covid or influenza periods.

Home care package clients, clients receiving CHSP services and HACC clients accessed 21,246 hours of services delivered at the Willows Centre during 2022-23. The social connections group runs daily and offers activities such as carpet bowls, movie nights, board games and singing and art-based activities for all ages and capabilities. Our dementia specific group at the Willows operates 3.5 days per week. Bus pick-up and drop-off are available to all clients attending these large groups. We have a specific group for younger clients (HACC-PYP) and are welcoming new members to this group. Every month, our Dinner with Friends group samples the local delights on offer and builds friendships whilst indulging in good food. Our technology class "Technology Connects us" provides weekly 'one on one' technology support, as well as a group program to help people connect with technology. Home visits can be arranged as well. The technology class aims to help clients connect with the internet by helping them set up their email account, purchase items over the net and pay their bills on-line. Our stretching and gentle exercise and chair yoga groups are proving popular. We also have a men's group and a walking group that meets at Sumsion Gardens.

Our service would not be able to operate without the ongoing and dedicated support of our volunteers who support our clients in providing meals, being part of the friendly visitor program and volunteering their time at the Willows.

Westmont Community Care staff, volunteers and contractors are to be commended for their resilience and commitment to providing quality care and services to our community. Everyone shares the same philosophy of empowering the client to reach their full potential and living a rich and diverse life.

MARALEE VOGEL
DIRECTOR OF COMMUNITY CARE



Westmont Volunteers

Community Care Volunteers

Volunteer involvement is crucial to the wellbeing of the people we provide for.

Community Care is lucky to have approximately 200 volunteers who help with our Meals on Wheel Program, Social Connections Program, Friendly Visitor Program and Administration.

Our Meals on Wheels volunteers help to deliver meals seven days a week 365 days a year to clients living independently in our community. We provide on average 1150 meals per week to our clients. Our volunteers who pick the meals up from the hospital, are our driving force of Meals on Wheels and without their significant and valuable contribution, Meals on Wheels wouldn't be able to deliver on its mission of enabling wellness, connection, and independence.

Our Social Connections Volunteers assist with meal preparation, activities, and transport to and from The Willows. They work side by side with our Activities Officers to ensure our clients enjoy a cooked lunch and participate in the activities designed to build social connectedness and friendships.

The Friendly Visitor Program is based around volunteers who visit with clients in their own home at a regular time each week for a chat, a cup of tea and reminiscing about the past.

We also have volunteers who come into the office and help with photocopying, scanning, data entering, updating documents and general administration duties.

Our volunteers are provided with an annual Christmas in July luncheon to show our appreciation for their efforts and commitment. We also offer training for our volunteers to support them in the services they provide for us. Without their help, we would not be able to support the health, independence, and connection of hundreds of our clients.

GREG SPANN AND BELINDA JOHAN
VOLUNTEER COORDINATORS

Westmont Homestead Volunteers

Volunteers are a necessity for Westmont's organisation. They help us run our Activities Program. They bring with them a helping hand, a smile, a familiar face, knowledge, care, joy, and happiness.

All our regular music entertainers are volunteers or family members volunteering their time. Bingo, box bowls, shoeshine, visiting individual residents, the gift shop, dog owners bring in pets for petting visits, ladies' lunches, nail care, art and craft, are many of the activities that volunteers help with. And if needed, we can call on them to help for the odd activities where more people are needed.

Volunteer Leone has been helping for 33 years providing us with interesting reading for our Grapevine. Leone started at Westland's, and still works on the newsletter each month.

Volunteers take with them a wonderful feeling of giving to the community, fun and fulfilment, a sense of purpose, meeting new people, gaining knowledge from others and much thanks from everyone here at Westmont.

CHERYL POLLARD
ACTIVITIES COORDINATOR



Volunteer Milestones

(* denotes milestone reached in 2022/23)

30 + Years

Leone Derriman *

25+ Years

20+ Years

Dorothy Olejniczak
Gwenda Quick

15+ Years

Gail Watson
Jean Rohan
Olive (Lorraine) Cumming
Roberta Gay
Suzanne Cardwell
Diane Baker
Nancy Massey
Gweneth McLennan

10 + Years

Lynne Allen
Marjorie Andrews
Richard Andrews
Marie Archer
Suzanne Arnison
Allison Bowman
Andrina Bullock
Graeme Carey
Wendy De Koeyer
Marie Furze
Noeleen Gadd
Douglas Gammon villa resident
Shirley Gleeson
Jean Goff

5 + Years

Jillian Hancock
Raymond Hancock
Bernard Jones
Valarie Kingerlee
Janet Kowarzik
Valda Mackenzie
Glenn Mackinnon
Gregory McKenzie
Lorraine McRae
George Pender
Andree Pender
Rosemarie Raymond
Dianne Sanday
Stephen Sanday
Paul Scanlon
Marion Snell
Heimo (Richard) Stieber

Anne Tremethick
Barrie Westley
Heather Williams
Delwyn Wilson
Vicki Winnell
Kristine Coyle
Ernest Barrat
Cecilia McCormick
Cornelia Fuge
Ellen Dowell *



Hotel & IT Services Report

Another challenging year has closed for the support services team as we navigated again through Covid-19 restrictions, outbreaks, insanely high food costs, and staff shortages. Even though we have weathered some challenging times, the staff have worked tirelessly and efficiently to give our residents the best quality care possible.

The Laundry and Cleaning departments like the year before, felt the extra pressures with the continued cleaning duties and increased schedules associated with Covid-19. Currently, such pressures have since eased which has enabled these departments to function relatively normal, however, continuously keeping up with the high standards of infection control is a daily task. This year, the Government continued to supply Westmont with a majority of PPE for our stores which included P2 face masks, P3 face masks, gloves, goggles, face shields and Rapid Antigen Tests. These supplies helped mitigate some of the ongoing costs to the organisation with PPE expenditure which also covers RATs to staff, visitors, and residents. It was agreed to replace the ageing Ozone machine in the laundry for better sanitisation during the laundering process early last year, however due to supply issues, was not installed till late August 2022. Also, two new commercial steamers and two vacuums were also purchased to help with the increased infection control procedures and to replace some older equipment that was beginning to fail within the cleaning department.

Westmont's annual "Third Party Food Audit" was completed in early April 2023 by Food Hygiene Australia for the Homestead and the Willows. Once again, both sites passed with little concerns and Certificates of Audit, Adequacy and Compliance were issued on the day of audit for another 12 months. These audits cannot be passed without the diligence of catering staff and the time they put into cleaning, documentation, and food safety. As of this year, the Australia New Zealand Food Standards have changed, in particular, standard 3.2.2.2A now requires all food service staff to have continued training in food safety yearly and to update qualifications on a regular basis. All Food Safety Supervisors are also to renew qualifications by the end of December 2023.

All Hotel Services staff this year changed into new uniforms throughout the facility. This was in conjunction with the new Care uniform and Administration uniforms that were also changed. You will see Catering staff wearing a tailored black and white checked shirt, cleaning and laundry staff wearing a tailored blue, black and white striped/checked shirt and Night Attending staff wearing a navy-blue polo top. All uniforms are now embroidered with the Westmont branding, and all look very smart.

Following on from refurbishments from 2021 and 2022, 2022/2023 saw the final completion of the administration offices with a redesign, carpeting, painting and new air con/heating system installed. This refurb then moved into the foyer and Annie's Café areas for the next update. New flooring, fresh coat of paint, new colour scheme, redesign of the Café kitchenette with new benching and equipment, updated and lighter furniture in the café seating areas, a refresh of the outdoor eating area with new plants screens and furniture, water feature in foyer area and a Digital Display. Approval was also given earlier in 2023 to upgrade the B Wing dining room with a new colour scheme, flooring (dining area will be laid with vinyl floor planks) and carpet tiles in the small lounges. This will begin in the new financial year of 2023/2024. As a side note, our IT systems and data are currently having an upgrade as well due to our current physical servers being at end of life. We have taken this opportunity to move to Office 365 and run from the "Cloud" which should produce a quicker, more reliable, and stable IT infrastructure.

PETER WARD
HOTEL SERVICES MANAGER



People and Culture

What a big 12 months in the People & Culture (P&C) Space we have had! We had an outgoing People & Culture Manager, a (relatively new People & Culture Coordinator – Vesna Vjestica) and additional assistance from Kristy Emmins, from Community Care to assist with various HR matters, inductions, and the hard launch of “Ausmed”, our new LMS.

Further to this- “Ausmed” is our new LMS (learning management system) software that has replaced the previously used Bridge Online. Ausmed is informative and useful for the ongoing training of our staff, and ensures we remain compliant with mandatory modules set, and additional training emailed out monthly. Nurses are also able to apply their CPD points whilst completing training.

We were very fortunate to engage Barb Robinson, a well-known, and well-respected Registered Nurse in the area who has extensive Facility Management experience, to assist in the People & Culture Dept for a 6-month tenure. Barb’s advice was well received from all departments and was a great help when we needed additional assistance.

We have had additional support from external HR Consultants, Total HRM. Ashly Baikaloff has been onsite two days per week, to assist with employment relations, and industrial relations matters. Ashly worked closely with the Management team at the homestead and community care to ensure that Westmont uses best practice, and to coach the Managers on HR Matters. Total HRM were additionally engaged to recruit for a newly appointed HR Manager, which is currently in process.

We have had a bumper year for the engagement and

onboarding of trainees at both the homestead and community care. There was Administration Trainees (one at the homestead and one at Community Care) one Finance Trainee, and eight Care Trainees. In previous years the care trainees’ trainers liaised with P&C, and traditionally have dropped off and not completed their traineeship. This year we tried a different model where the trainers liaised with Laura the DoCCS and we had a lower attrition rate, we started with ten, and have eight remaining.

Our Executive team had some new additions, with a change of title for an existing role, and creation of a new one!

We have Matthew Fagence come in as our new Chief Financial Officer, replacing Don Wilkinson our outgoing Director of Finance & IT. Matthew has a wealth (pun intended) of financial experience spanning 27 years in the public sector. He has come from his previous role at Northeast Health, where he was the Director of Finance.

We have also welcomed aboard, Helen Blake. Helen is in a newly created role – Manager Quality, Clinical Governance and Education Support. Helen is a Registered Nurse, and will oversee all the education, along with clinical training, and quality and clinical governance. Helen has worked at a handful of the facilities in the area, and at AWH.

Recruitment remains strong for both the homestead and Community Care, with Westmont’s name remaining strong and a continued employer of choice in the area.

Employee engagement days consisted of our Annual Christmas Party, which was held in Beechworth this year, where staff had the opportunity take part in a guided tour



of the Old Beechworth Gaol and then go on to a lovely dinner at the Empire Hotel in Beechworth.

To celebrate the wonderful Filipino employees we have at Westmont, we had a staff luncheon on 15 February where everyone had the opportunity to try some delicious Filipino cuisine!

IDAHOBIT day was celebrated on 17 May where staff were encouraged to wear rainbow colours in support of the LGBTQI+ community.

We have engaged a new EAP (Employee Assistance Program) "Acacia", alongside our existing EAP McCarthy Psychology to effectively identify, assess and control psychosocial risks in the workplace. Acacia provides professional assistance for a range of issues including Depression, Anxiety, Stress Management, Relationships & marriage difficulties, grief and loss, dietician support, domestic violence, and many more issues our employees may be facing with their personal or work life. It is available on many platforms, and we have received positive feedback from users that have disclosed that they have utilised the assistance.

VESNA VJESTICA
PEOPLE & CULTURE COORDINATOR



Buildings and Facilities

Another very busy year for the maintenance team with 2710 maintenance requests logged across all areas of Westmont in addition to non-logged reactive maintenance, programmed maintenance schedules and upgrade projects.

The following is an overview of some of the main projects completed throughout the year,

Homestead

- Renovation of the Coffee shop
- Renovation of the Sunroom and Reception Area
- Creation of new office space for HR and renovation of existing office space
- Front office air conditioning upgrade
- Vinyl planks fitted in 4 bedrooms
- Vinyl flooring replaced in 5 ensuites
- Repaint five bedrooms
- Repaint B Wing dining and lounge
- Laundry ozone sanitation system upgraded



Apartments and Villas

- Refurbishment of 8 Villas and 11 Apartments for re-occupancy, this includes painting, the replacement or repair of floor coverings, equipment, curtains, and blinds where required
- Canopies fitted to 4 villas west facing doors to prevent rainwater ingress

The Cottages

- Roller shutters fitted to all kitchens
- Additional security cameras

The Willows

- Reverse cycle air conditioning fitted in Willow Club
- Roof leaks addressed
- Section of ceiling replaced due to water damage

Community

- Communications and electrical, flooring and paint for 170 High Street Wodonga
- Move staff from Beechworth Road and Ellen McDonald Drive to 170 High Street

The Unified Communications Project has now been completed with new core switching installed.

I would, on behalf of the maintenance team, like to thank all staff, residents and contractors for their cooperation throughout the year and look forward to providing a quality service in the future.

DOUG COOK
MANAGER OF BUILDINGS AND FACILITIES

Grounds and Gardens

Another 12 months of above average rainfall has kept our team busy with excessive growth and weed infestations the worst I have seen in my time at Westmont.

Some of our recently completed projects include the re-vamp of the front entrance which features a seasonal bedding plant display and a topiary garden, all of which are highlighted with new lighting.

The re-designed Cardwell Courtyard Garden has put on some good growth and offers some different interest to the resident's outlook.

Our team are currently busy on an upgrade of Maclean and Richardson courtyards which will feature raised large pots that will offer seasonal interests and colour.

Another project still under construction is the re-location of the community garden which is now located on the western side of the Men's Shed. This will feature 19 raised beds and a second meadowland garden that will encourages bees and butterflies into the area.

Other up and coming projects include the Westlands garden upgrade and the turf nursery re-location.

Our enthusiastic and tight knit team are continuing to strive to keep Westmont looking its best as always.

SHANE BARTLETT

GROUNDS AND GARDEN MANAGER



Financial

During the 2022-23 financial year, Westmont recorded a Net deficit of \$2,704,033 (2022: Surplus \$4,038,564). Before depreciation and amortisation, or EBITDA, the deficit was \$1,070,345 (2022: Surplus \$5,590,268).

Several factors need to be considered when determining the underlying result.

- There was no revaluation of the Village undertaken in 2022-23, where this was a significant driver of the previous years' surplus results.
- Employee costs grew by \$2.5M. This was driven mainly by recruiting care staff to the Homestead ahead of the mandatory date for the 200 care minutes and 40min Registered Nurse time per resident per day. The expansion of the Community Care Program also saw the need to employ additional staff to cover this growing program.
- The general program expenses for the Community Care programs also grew by around \$500k with the program expansion.
- As the buildings and facilities are reaching 15 years of age, the repairs and maintenance program has been called upon in 2022-23 to service aging buildings and infrastructure.

The four operational segments of Westmont have had mixed results.

Residential Aged Care

The new funding model, called the Australian National

Aged Care Classification (AN-ACC) was introduced in October 2022 replacing the Aged Care Funding Instrument (ACFI) funding model. AN-ACC has seen an increased level of funding to Westmont with ACFI's daily funding average approximately \$191 per bed day to the new AN-ACC daily funding average of approx \$220 per bed day.

Occupancy remains strong at Westmont with the annual average for 2022-23 at 97.91% (2022: 98%)

Westmont has met and remains compliant with the Prudential requirements set out in the *Aged Care Act 1997* and the *Fees and Payments Principles 2014 (No.2)*

Assisted Living Apartments

The changeover of Residents in the Apartments had a slight increase in 2022-23 to 32.5% (2022: 27.5%). This turnover resulted in higher than expected refurbishment expenses.

Villages

The changeover of Residents in the Villas had a slight decrease in 2022-23 to 6.5% (2022: 8.1%). As the Villas begin to age, greater repairs and maintenance work has been required on them as they changeover. These costs are expensed direct to the Operating Statement as these assets are held as Investment Properties.

The Village on the main site at 265 Baranduda Boulevard remains with long waiting lists which ensures occupancy remains high. The average length of stay in the Village is approximately 6 years.



Community Care

The Community Care program continued to grow during 2022-23 and remains the growth area of the organisation. The main impediment to growth for Westmont is the inability to recruit sufficient staff to deliver all the services, which has required additional hours on the current staff. The demand for services remains very strong, the challenge for Westmont is being able to meet this demand by overcoming the recruitment issues.

Seniors Lifestyle Village

A business opportunity to sell the SLV development came around late in the financial year. After careful analysis by the Board, it was decided that the development at 34 Ellen MacDonald Drive, Baranduda would be sold. The transaction will be finalised in the new Financial Year 2023/24 and will allow Westmont to consolidate its financial position.

Overall

I would like to thank my predecessor Don Wilkinson – Director of Finance & IT Services who retired in November 2022. Don had built some great financial systems and practices at Westmont in his 15 years of service, and we will continue to build on this solid foundation.

It has been a financial year of many challenges amongst a tight fiscal and monetary environment. In the 2022-23 financial year, Westmont has undertaken some consolidating financial decisions to manage the balance sheet amongst a changing funding envelope from the

Australian Government and will continue to use these decisions to further strengthen its financial position in future financial years.

MATTHEW FAGENCE
CHIEF FINANCIAL OFFICER



Westmont Aged Care Services Ltd

ABN 87 112 051 457

Financial Statements

For the year ended 30 June 2023

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Director's Report

For the year ended 30 June 2023

The Director's present their report with the financial report of Westmont Aged Care Services Limited (Westmont) for the year ended 30 June 2023.

Director's

The names of the Directors of Westmont Aged Care Services Limited at any time during or since the end of the financial year are:

Name	Dates	Positions Held
Dr William Keeton	01/07/2022 to 30/06/2023	Board Chair
Graeme Patterson	01/07/2022 to 30/06/2023	Board Deputy Chair
	07/11/2022 to 30/06/2023	Chair - Governance Committee
Carol Wlodarczyk	01/07/2022 to 30/06/2023	Board Secretary
Eleanor Fitz	01/07/2022 to 24/10/2022	Board Director
	01/07/2022 to 24/10/2022	Chair - Governance Committee
	01/07/2022 to 25/09/2022	Chair - Village Committee
Andrew Williams	01/07/2022 to 24/10/2022	Board Director
Andrew Brown	01/07/2022 to 24/10/2022	Board Director
Ashley Boyd	25/10/2022 to 30/06/2023	Board Director
	25/11/2022 to 30/06/2023	Chair - Audit, Finance & Risk Committee
Janet Chapman	25/10/2022 to 30/06/2023	Board Director
	26/04/2023 to 30/06/2023	Chair - Foundation Committee
Jennifer Gordon	01/07/2022 to 30/06/2023	Board Director
	01/07/2022 to 30/06/2023	Chair - Clinical Governance Committee
Deborah MacKinlay	01/07/2022 to 30/06/2023	Board Director
	01/07/2022 to 30/06/2023	Chair Community Care Committee
	26/09/2022 to 19/02/2023	Chair - Village Committee
Roger Snell	01/07/2022 to 30/06/2023	Board Director
	01/07/2022 to 24/11/2022	Chair - Audit, Finance & Risk Committee
	20/02/2023 to 29/05/2023	Chair - Village & Capital Works Committee
Dr William Walton	25/10/2022 to 30/06/2023	Board Director

Principal Activities

The principal activity of the Company during the course of the year was owning and operating residential aged care facilities and the provision of aged care services in the home.

Operating Result

The Net Deficit of the Company for the year ended 30 June 2023 was (\$2,704,033) (2022: Surplus \$4,038,564). Prior to Depreciation the Company had a Deficit of (\$1,070,345) (2022: Surplus \$5,590,268).

The Company is exempt from income tax.

Dividends

As the Company is a limited company by guarantee and does not have share capital, no dividend is payable.

Significant Changes in the State of Affairs

In the opinion of the Directors there were no significant changes in the state of affairs that occurred during the financial period under review not otherwise disclosed in this report of the financial report.

Director's Report *(continued)*

Review of Operations

Under recommendations from the Royal Commission into Aged Care Quality and Safety and the subsequent work undertaken by the Australian Health Services Research Institute, the Australian National Aged Care Classification (AN-ACC) funding model commenced operation on 1st October 2022. It replaced the previous Aged Care Funding Instrument (ACFI) funding model for Aged Care.

The new AN-ACC model has increased the funding for Westmont with the average funding from ACFI of approx \$191 per bed day to AN-ACC of approx \$220 per bed day. Part of the increase in this funding was to compensate for the transition to 200 care minutes, including 40 minutes specific to Registered Nurse (RN) time. The Australian Government has announced further increases to mandatory care and RN times to commence in the new financial year 2023/24. They have also announced further increases to AN-ACC to compensate for the mandatory 15% wage increases from the Stage 2 Fair Work Commission Aged Care Work Value Case.

An opportunity surrounding the ongoing construction and ownership of the Seniors Lifestyle Village (SLV) development came about late in the Financial Year. After careful analysis, the decision was made by the Board to sell the SLV development. The transaction will be finalised in the new Financial Year 2023/24 and will allow Westmont to consolidate its financial position with a view to looking to develop the final site at 265 Baranduda Boulevard into a Dementia Activity day centre and 30 additional beds for the Dementia Cottages.

There were 13 changeovers (2022: 11) in the Assisted Living Units (known as Westmont Apartments). There is a sizeable waiting list for these units, and when a vacancy does occur, new residents are quickly taking up vacated places.

There were 8 changeovers (2022: 10) in the Independent Living Units (known as Westmont Villas). There is a sizeable waiting list for these units also, and those applicants on the waiting list are quickly taking up the vacated places.

Community Care has seen services back to normal, albeit with staffing challenges through managing leave and the ongoing recruitment market. A contract requirements review and market comparison of Westmont's Co-contribution rates was undertaken in late 2022 and rates increased in early 2023. Westmont continues to focus on the Home Care Package Program for growth in the Community Care operations.

The Board is cognisant of the tight fiscal environment during 2022/23 and is confident, based on implementation of the Strategic Plan along with the decision to sell the SLV development, future positive financial results will return with prudent fiscal management.

Indemnification and insurance of Directors and Officers

During the year, a premium was paid in respect of a contract insuring directors and officers of the Company against liability. The officers of the Company covered by insurance contract include the directors, executive officers, secretary, and employees. In accordance with the normal commercial practice, disclosure of the total amount of premium payable under, and the nature of the liabilities covered by, the insurance is prohibited by a confidentiality clause in the contract.

The Company has not indemnified its auditors.

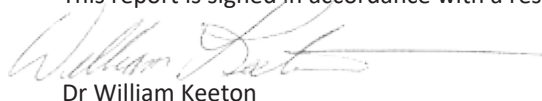
No person has applied for leave of Court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings.

The Company was not a party to any such proceedings during the year.

Auditor's independence

The lead auditor's independence declaration for the year ended 30 Jun 2023 has been received and can be found below.

This report is signed in accordance with a resolution of the directors.



Dr William Keeton
Chair of the Board

Baranduda
25 September 2023



Ashley Boyd
Director and Chair of the Audit, Finance & Risk Committee

Baranduda
25 September 2023

Auditors' Independence Declaration

As lead auditor for the audit of Westmont Aged Care Services Pty Ltd for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

a.) No contraventions of the auditor independence requirements of the *Corporations Act 2001* or *Australian Charities and Not for Profits Commission Act 2012* in relation to the audit;

and

b.) No contraventions of any applicable code of professional conduct in relation to the audit.

Johnsons MME
Chartered Accountants



Stephen Clarke
Director

Albury
25 September 2023

Director's Declaration

The directors declare that the financial statements and notes as set out on pages 36 to 60:

- (a) Comply with Australian Accounting Standards – Simplified Disclosures, the *Australian Charities and Not-for-profits Commission Regulations 2013* ; and
- (b) Give a true and fair view of the Company's financial position as at 30 June 2023 and of its performance, as represented by the results of its operations and its cash flows for the financial year ended on that date.

In the director's opinion:

- (a) The financial statements are in accordance with the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* ; and
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This is declaration is made in accordance with a resolution of the directors.



Dr William Keeton
Chair of the Board

Baranduda
25 September 2023



Ashley Boyd
Director and Chair of the Audit, Finance & Risk Committee

Baranduda
25 September 2023

Independent auditor's report to the members of Westmont Aged Care Services Limited.

Opinion

We have audited the accompanying financial statements, being general-purpose financial statements – simplified disclosures, of Westmont Aged Care Services Limited (the Company), which comprises the statement of financial position at 30 June 2023, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes, and Director's declaration.

In our opinion, the financial statements of the company are in accordance with the *Australian Charities and Not for Profits Commission Act 2012*, including:

- a) giving a true and fair view of the Company's financial position as at 30 June 2023 and of its performance for the year ended on that date; and
- b) complying with Australian Accounting Standards – Simplified Disclosures and complying with the *Australian Charities and Not for Profits Commission Regulations 2022*.

Basis of Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the company in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001* and the *Australian Charities and Not for Profits Commission Act 2012*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Report and Auditor's Report

The directors of the Company are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2023 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independent auditor's report (continued)

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards – simplified disclosures and the *Australian Charities and Not for Profits Commission Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial statements that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

Johnsons MME
Chartered Accountant



Stephen Clarke
Director

Albury
26 September 2023

Statement of Profit and Loss and Other Comprehensive Income

For the year ended 30 June 2023

	Notes	2023 \$	2022 \$
Revenue	2	25,090,156	28,537,823
Expenditure			
Employee Benefits Expense	3	18,897,832	16,334,690
Other Expenses	3	7,090,312	6,486,607
Finance Costs	3	172,357	126,258
		26,160,501	22,947,555
EBITDA (Surplus for year before depreciation)		(1,070,345)	5,590,268
Depreciation & Amortisation	3	1,633,688	1,551,704
Surplus/(deficit) before income tax		(2,704,033)	4,038,564
Income tax expense	1(d)	0	0
Net surplus/(deficit) for the year		(2,704,033)	4,038,564
Other comprehensive income			
Net gain on revaluation of non-current assets		0	0
Total comprehensive result for the year		(2,704,033)	4,038,564

The above statement of profit and loss and other comprehensive income should be read in conjunction with the accompanying notes.

Statement of Financial Position

As at 30 June 2023

	Notes	2023 \$	2022 \$
ASSETS			
Current assets			
Cash and cash equivalents	4	2,457,985	6,029,015
Trade and other receivables	5	4,338,917	4,256,351
Other	6	308,031	328,510
Total current assets		7,104,933	10,613,876
Non-current assets			
Property, plant and equipment	7	41,066,968	41,001,200
Investment Property	8	52,370,000	52,370,000
Intangible Assets	9	97,520	86,790
Total non-current assets		93,534,488	93,457,990
Total assets		100,639,421	104,071,866
LIABILITIES			
Current liabilities			
Trade and other payables	10	8,180,710	6,991,021
Financial liabilities	11	3,464,641	317,245
Employee benefits	12	2,753,087	2,271,500
Other			
Residential aged care – entry deposits	13	17,367,408	18,939,240
Lease Premiums - Apartments	13	9,796,210	9,779,989
Lease Premiums - Village	13	37,218,969	37,666,325
Total current liabilities		78,781,025	75,965,320
Non-current liabilities			
Employee benefits	14	707,500	758,000
Provisions	15	4,370,772	4,806,490
Financial liabilities	16	380,936	3,438,835
Total non-current liabilities		5,459,208	9,003,325
Total liabilities		84,240,233	84,968,645
Net assets		16,399,188	19,103,221
EQUITY			
Retained surplus	17	2,738,971	5,443,004
Other reserves	17	2,334,305	2,334,305
Asset revaluation reserve	17	11,325,912	11,325,912
		16,399,188	19,103,221

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2023

	Note	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Total
		\$	\$	\$	\$
Balance at 30 June 2021		1,409,726	11,325,912	2,329,019	15,064,657
Surplus/(deficit) for year		4,038,564	0	0	4,038,564
Transfer to Retained Earnings		(5,286)	0	5,286	0
Balance at 30 June 2022	17	5,443,004	11,325,912	2,334,305	19,103,221
Surplus/(deficit) for year		(2,704,033)	0	0	(2,704,033)
Revaluation increment / (decrement)		0	0	0	0
Transfer to Retained Earnings		0	0	0	0
Balance at 30 June 2023	17	2,738,971	11,325,912	2,334,305	16,399,188

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2023

	Notes	2023 \$	2022 \$
Cash flows from operating activities			
Receipts from residents and government		23,050,103	21,190,237
Payments to suppliers and employees		(25,811,256)	(22,548,548)
		(2,761,153)	(1,358,311)
Interest received		3,662	15,656
Interest Paid		(172,357)	(126,258)
Net cash inflow (outflow) from operating activities		(2,929,848)	(1,468,913)
Cash flows from investing activities			
Payments for property, plant & equipment		(1,828,894)	(2,762,042)
Payments for intangible assets		(11,474)	(70,550)
Net cash inflow (outflow) from investing activities		(1,840,368)	(2,832,592)
Cash flows from financing activities			
Apartments Lease premiums received		1,450,000	2,787,200
Apartments Lease premiums repaid		(1,411,114)	(2,499,550)
Accommodation RAD's received		5,342,422	7,424,059
Accommodation bonds/RAD's repaid		(3,643,435)	(5,599,384)
Villa lease premiums received		2,183,000	3,194,500
Villa lease premiums repaid		(1,124,230)	(2,776,207)
Proceeds from borrowings		406,742	2,943,559
Repayment of borrowings		(2,004,199)	(2,188,613)
Net Cash provided by (used in) Financing Activities		1,199,186	3,285,564
Net increase (decrease) in cash and cash equivalents held		(3,571,030)	(1,015,941)
Cash and cash equivalents at the beginning of the financial year		6,029,015	7,044,956
Cash and cash equivalents at the end of the financial year	4	2,457,985	6,029,015

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 1: Summary of significant accounting policies

(a) Basis of preparation of accounting

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures of the Australian Accounting Standards Board (AASB) and the *Australian Charities and Not for Profits Commission Act 2012*. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Under Australian Accounting Standards, there are requirements that apply specifically to not-for-profit entities that are not consistent with International Reporting Standards (IFRS) requirements. The Company has analysed its purpose, objectives and operating philosophy and determined that it does not have profit generation as a prime objective. Consequently, where appropriate the company has elected to apply options and exemptions within the accounting standards which are applicable to not-for-profit entities.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated. Comparative information has been reclassified where appropriate to enhance comparability. The following is a summary of the material accounting policies adopted by the company in the preparation of the financial report. Unless stated otherwise, the accounting policies have been consistently applied to all years presented.

The financial statements were prepared on a going concern basis. The Directors considered this view notwithstanding the net current asset deficiency as at 30 June 2023 of \$71.7 million (2022: \$65.4 million). The net current asset deficiency includes residential and lease entry deposits of \$64.4 million as there is no unconditional right to defer, however the majority of this amount is not expected to be paid in the next 12 months. Also included in current liabilities is accrued long service leave and all accrued annual leave of \$2.7 million with \$1.6M expected to be paid in 2023-24. Forecast cashflows for 2023-24 incorporate proceeds from the sale of the Senior Lifestyle Village which will be settled in late September 2023 and will considerably improve the liquidity position of the business. Notwithstanding this, Westmont has sufficient liquidity to continue as a going concern. On this basis the Directors believe the going concern basis is appropriate for preparation of the financial statements.

(b) Revenue

Government subsidies

Revenue from Government subsidies that are enforceable and with sufficient specific performance obligations are accounted for under AASB 15 as revenue from contracts, with revenue recognised as the performance obligations are met. Government subsidies received but performance obligations are yet to be met are deferred as a contract liability (refer note 10).

Government subsidies relating to aged care delivery, accommodation supplements and home and community care are recognised as revenue at the point in time the services are delivered to the resident or client.

Government funding received where there is not sufficiently specific performance obligations are recognised as revenue when the Company has an unconditional right to receive the funds, which usually coincides with the receipt of the cash.

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 1: Summary of significant accounting policies (*continued*)

Deferred Management Fees

Deferred management fees deducted from resident lease premiums are recognised as revenue over time based on the estimated average length of stay of residents, which for Villas is 7 years and for Apartments is 5 years. Where deferred management fees are deducted from lease premiums in advance they are deferred as a contract liability (refer note 10).

Resident and client fees

The performance obligations relating to resident and client fees are based on the delivery of services. Revenue is recognised as the services are delivered.

(c) Cash and cash equivalents

For the purposes of the statement of cash flows, cash includes deposits at call, which are readily convertible to cash on hand and are subject to an insignificant risk of change in value, net of any outstanding bank overdrafts.

(d) Income Tax

The company is an approved Public Benevolent Institution and, as such, is exempt from income tax.

(e) Property, plant and equipment

Each class of property, plant and equipment is carried at cost or their fair value as indicated less, where applicable, any accumulated depreciation and impairment losses. Where an asset is acquired for no cost or nominal cost, the cost is the assets fair value at date of acquisition.

Property

Freehold land and buildings are carried at their fair value (being the amount for which an asset could be exchanged between knowledgeable willing parties in an arm's length transaction), based on periodic, but at least triennial valuations by independent valuers, less accumulated depreciation for buildings.

Increases in the carrying amount arising on revaluation of land and buildings are credited to an asset revaluation reserve in equity. Decreases that offset previous increases of the same asset class are recognised against the asset revaluation reserve directly in equity. All other decreases are recognised in the statement of profit or loss.

Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount related to the revalued amount.

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 1: Summary of significant accounting policies (*continued*)

Plant & equipment

Plant & equipment are measured at cost less accumulated depreciation and any impairment losses. Cost is measured as the fair value of the assets given up, liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition. The purchase method of accounting is used for all acquisitions of assets.

The carrying amounts of property, plant and equipment are reviewed annually by the directors to ensure they are not in excess of the recoverable amount from those assets. Items with a cost in excess of \$1,000 are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Association and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

The depreciable amount of all fixed assets, including buildings is depreciated over their useful lives commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable asset are:

Class of Fixed Asset	2023	2022
Buildings & Improvements	2.5% - 10.0%	2.5%
Plant & Equipment at cost	3.0% - 40.0%	10.0%
Motor Vehicles	6.67% - 15.0%	15.0%
Leasehold Improvements	10.0%	10.0%
Intangible Assets	20.0% - 33.30%	N/A

An asset's carrying amount is written down to its recoverable amount. If the assets carrying amount is greater than it's recoverable amount (refer note (i)).

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Profit and Loss and Other Comprehensive Income.

(f) Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost, less any provision for doubtful debts. Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision is raised when some doubt as to collection exists.

(g) Goods and services tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 1: Summary of significant accounting policies (*continued*)

(h) Investment Property

Investment properties are held to generate lease income and capital appreciation. All resident leases are on an arm's length basis. Investment properties are initially measured at cost and subsequently measured at fair value. Fair value is determined annually and any changes to fair value are recognised in the Statement of Profit and Loss and Other Comprehensive Income.

The fair value of investment properties is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction. Fair value of investment properties is determined annually based on a Director's valuation using recent lease premium proceeds paid by residents and supplemented by valuation by an independent valuer with relevant professional qualifications. Fair values are generally determined using market information, including sale prices for similar properties in comparable locations.

(i) Impairment of Assets

Assets that are subject to depreciation and amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the asset's fair value less costs to sell and value in use. As the company is a not-for-profit entity, the value in use is the depreciated replacement cost of the asset.

(j) Trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which remain unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

(k) Financial Instruments

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (ie. trade date accounting is adopted). Financial instruments are initially measured at fair value plus transactions costs except where the instrument is classified 'at fair value through profit or loss' in which case transaction cost are expensed to profit or loss immediately.

Financial instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. *Fair value* represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties.

(l) Employee entitlements

Short-term employee benefits

Provision is made for the company's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages and salaries. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled. The company's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the statement of financial position.

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 1: Summary of significant accounting policies (*continued*)

Other long-term employee benefits

Provision is made for employees' annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on commonwealth bonds that have maturity dates that approximate the terms of the obligations. Any re-measurements of obligations for other long-term employee benefits for changes in assumptions are recognised in profit or loss in the periods in which the changes occur.

The company's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the reporting date, in which case the obligations are presented as current provisions.

(m) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(n) Leases

The company assesses whether a contract contains a lease at the inception of the contract. The company recognises a right of use asset and a corresponding lease liability in respect to all lease arrangements in which it is the lessee, with the exception for short term leases (leases with a term of less than 12 months) and leases of low value assets (less than \$10,000). For these leases, the company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The lease liability is initially measured at the net present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease. If this rate cannot be readily determined, the company uses its incremental borrowing rate.

The right of use assets recognise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment. Right-of-use assets are depreciated over the shorter period of the lease term and useful life of the underlying asset.

(o) Adoption of the New and Revised Accounting Standards

A number of Australian Accounting Standards have been issued or amended since last reporting date and are applicable to the company but not effective. The directors have assessed the impacts of the amendments and determined that they are not material to the entity. They have not been adopted in the presentation of the financial statements.

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 2: Revenue

	Notes	2023 \$	2022 \$
Continuing Operations			
Revenue from contracts with customers	a	24,671,029	23,500,199
Other sources of revenue	b	419,127	5,037,624
		25,090,156	28,537,823

a) Disaggregated revenue

The company has disaggregated revenue into various categories in the following table.

The revenue is disaggregated by operating lines and timing of revenue recognition.

Operating Lines

Fees from Residents for Care Delivery	3,268,703	3,348,961
Fees from Community Clients	875,557	1,007,854
Government Service Fees for Care Delivery	9,972,069	9,002,579
Government Service Fees for Community Clients	6,839,872	6,793,144
Government Service Fees for Accommodation Supplements	1,129,604	845,621
Deferred Management Fees	893,553	931,316
Fees from Clients for Accommodation	1,506,068	1,385,121
Transitional Care Program	185,603	185,603
Total Revenue from Operating Activities	24,671,029	23,500,199

Timing of revenue recognition

Products and services are provided to residents and customers:

- At a point in time	22,271,408	21,183,762
- Overtime	2,399,621	2,316,437
	24,671,029	23,500,199

a. Other Sources of Revenue

Gain on revaluation of investment properties	0	3,440,854
Non-Cash Gifting acquisition - 11B McFarland Road	0	1,130,000
Coffee Shop	116,959	91,228
Donations	9,307	0
Interest	3,662	15,656
Other (incl Net Proceeds from sale of Assets)	289,199	359,884
Total Revenue from Non-Operating Activities	419,127	5,037,624
Total Revenue	25,090,156	28,537,823

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 3: Expenditure

	Notes	2023 \$	2022 \$
Employee Benefits			
Salaries & Wages		13,850,699	12,458,583
Employee Provisions		3,405,845	2,499,171
Superannuation		1,650,334	1,379,340
Workcover		9,753	199,700
Less: Capitalised Wages		(18,800)	(202,104)
Total Employee Benefits		18,897,832	16,334,690
Other Expenses			
Clinical & Care Costs		2,656,304	2,338,289
Domestic Services incl Laundry		190,980	147,575
Coffee Shop		67,126	46,424
Food Services incl Meals on Wheels		1,150,183	973,903
Grounds, Repairs & Maintenance		1,049,954	954,364
Utilities		645,366	643,832
Insurance		140,045	105,738
IT & Communications		327,119	270,989
COVID Expenses		135,516	179,951
Other Expenses		727,720	825,542
Total Other Expenses		7,090,312	6,486,607
Finance Costs			
Interest Expense on refund of accommodation deposits		61,762	51,950
Interest and facility fees on Bank accounts		110,595	74,308
Total Finance Costs		172,357	126,258
Total Expenses		26,160,501	22,947,555
Depreciation and amortisation			
Buildings & improvements		1,192,663	1,197,603
Plant, Equipment & Fittings		261,329	224,033
Motor Vehicles		33,957	47,314
Leasehold Improvements		9,781	17,963
Intangibles Amortisation		744	0
Right of Use Property Amortisation		135,214	64,791
Total Depreciation		1,633,688	1,551,704

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 4: Current Assets - Cash and cash equivalents

	2023 \$	2022 \$
Cash on hand	4,450	4,550
Cash at bank and on term	2,453,535	6,024,465
	<u>2,457,985</u>	<u>6,029,015</u>

Note 5: Current Assets - Trade and other receivables

	2023 \$	2022 \$
Lease premiums	1,934,320	842,800
Residential Aged Care (Homestead) Resident fees	130,196	185,766
Residential Aged Care (Homestead) Entry Deposits	1,631,000	2,470,000
Community Care	85,016	84,983
GST Refund	11,603	264,972
Other receivables	546,782	407,830
	<u>4,338,917</u>	<u>4,256,351</u>

Ageing	Overdue but not impaired				
	Gross \$	Current \$	30+ \$	60+ \$	90+ \$
Apartment Lease Premium	1,453,600	1,453,600	0	0	0
Villa Lease Premium	480,720	480,720	0	0	0
Homestead Resident fees	130,196	56,016	9,522	2,389	62,269
Homestead Entry Deposits	1,631,000	390,000	0	0	1,241,000
Community Care	85,016	80,071	0	5,192	(247)
GST Refund	11,603	11,603	0	0	0
Other receivables	546,782	460,195	0	0	86,587
	<u>4,338,917</u>	<u>2,932,205</u>	<u>9,522</u>	<u>7,581</u>	<u>1,389,609</u>

Note 6: Current Assets - Other

	2023 \$	2022 \$
Prepayments	<u>308,031</u>	<u>328,510</u>

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 7: Non-Current Assets – Property, Plant and Equipment

Notes	2023 \$	2022 \$
Freehold Land - at fair value	4,160,000	4,160,000
Buildings & improvements - at fair value	34,340,247	33,497,669
Buildings & improvements - at written down replacement Cost	0	-
Less Accumulated Depreciation	(3,472,960)	(1,594,006)
Total land, buildings & improvements	30,867,287	31,903,663
Right of Use Asset - 183 Beechworth Road	0	228,767
Right of Use Asset - 170 High Street	584,762	584,762
Less Accumulated Amortisation	(100,821)	(194,374)
Total Right of Use Assets	483,941	619,155
Plant and equipment - at cost	2,797,490	2,401,575
Less Accumulated Depreciation	(1,553,941)	(1,272,684)
	1,243,549	1,128,891
Motor Vehicles - at cost	737,917	737,917
Less Accumulated Depreciation	(629,710)	(595,753)
	108,206	142,164
Leasehold improvements - at cost	125,851	157,756
Less Accumulated Depreciation	(41,825)	(79,314)
	84,025	78,442
Construction works in progress - at cost	4,119,960	2,968,885
Total property and equipment	41,066,968	41,001,200

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 7: Non-Current Assets – Property, Plant and Equipment (cont)

Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current financial year are set out below:

2023	Land	Buildings & Improv.	Plant & Equipment	Motor Vehicles	Lease hold improv.	Work in Progress	Right of Use Assets	Total
WDV 30 Jun 2022	4,160,000	31,903,663	1,128,891	142,164	78,442	2,968,885	619,155	41,001,200
Additions	0	146,358	318,392	0	84,048	1,151,075	0	1,699,873
Disposals	0	0	(1,160)	0	0	0	0	(1,160)
Transfers	0	9,929	58,756	0	(68,685)	0	0	0
Depreciation & Amortisation	0	(1,192,663)	(261,329)	(33,957)	(9,781)	0	(135,214)	(1,632,944)
WDV 30 Jun 2023	4,160,000	30,867,287	1,243,549	108,206	84,025	4,119,960	483,941	41,066,968

2022	Land	Buildings & Improv.	Plant & Equipment	Motor Vehicles	Lease hold improv.	Work in Progress	Right of Use Assets	Total
WDV 30 Jun 2021	4,160,000	32,015,913	920,812	166,430	96,405	682,147	0	38,041,707
Additions	0	1,130,000	0	0	0	2,832,591	0	3,962,591
Recognition of ROU asset	0	0	0	0	0	0	619,155	619,155
Transfers	0	20,146	432,112	23,048	0	(545,853)	0	(70,549)
Depreciation	0	(1,262,394)	(224,033)	(47,314)	(17,963)	0	0	(1,551,704)
WDV 30 Jun 2022	4,160,000	31,903,663	1,128,891	142,164	78,442	2,968,885	619,155	41,001,200

Land, buildings and improvements were independently valued by Nelson Partners Australia Pty Ltd, certified practising valuers as at 30 June 2021.

The valuation was based on depreciated replacement cost approach.

The next valuation is planned to be undertaken in 2023/24.

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 8: Non-Current Assets – Investment Property

	2023	2022
Notes	\$	\$
Balance at the beginning of the period	52,370,000	45,450,700
Revaluation	0	6,919,300
Balance at end of the period	52,370,000	52,370,000

Investment Properties were independently valued by Nelson Partners Australia Pty Ltd, certified practising valuers as at 30 June 2022 and are assessed annually by directors based on recent lease premiums paid by residents.

Note 9: Non-Current Assets – Intangible Assets

	2023	2022
Notes	\$	\$
Intangible Assets	86,790	86,790
Additions	11,474	
	98,264	86,790
Less Accumulated Depreciation	(744)	0
	97,520	86,790

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 10: Current Liabilities – Trade and Other Payables

	Notes	2023 \$	2022 \$
Trade creditors		225,175	772,545
Lease premiums (i)		2,474,620	711,423
Residential Aged Care (Homestead) Refundable Entry Deposits (i)		3,442,225	2,713,794
Other creditors and accruals		314,769	295,446
Contract liabilities			
CHSP and HACC/PYP Unspent Funds		382,611	168,989
Home Care Package Unspent Funds		325,218	1,566,444
Deferred Lease Management Fee (Villas)	1(b)	1,016,092	762,380
		8,180,710	6,991,021

(i) Lease Premiums and Refundable Accommodation Deposits that are awaiting contractual obligations to release the funds. The 2022 comparative information has been reclassified with Note 13: Current Liabilities - Other to enhance comparability.

Note 11: Current Liabilities – Financial Liabilities

	Notes	2023 \$	2022 \$
Right of Use Lease - 193 Beechworth Road		0	34,393
Right of Use Lease - 170 High Street		114,340	89,486
Line of Credit - Apartments (i)		191,250	0
Line of Credit - Village (i)		175	0
CBA - Overdraft (i)		0	193,366
Loan – Westmont Seniors Lifestyle Village (i)		3,158,876	0
		3,464,641	317,245

(i) **Security:** Borrowings are secured over non-residential real property located at the corner of Baranduda Boulevard and Boyes Road, Baranduda and first ranking charge over all present and after required property.

Financing Arrangements

Finance Facility:	Limit \$	Used \$
Overdraft	500,000	0
Business Loans	3,200,000	3,158,876
Line of Credit	3,700,000	191,425
	7,400,000	3,350,300

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 12: Current Liabilities – Employee Benefits

Notes	2023 \$	2022 \$
Provision for annual leave	1,499,187	1,194,300
Provision for long service leave	1,253,900	1,077,200
	2,753,087	2,271,500

Note 13: Current Liabilities – Other

Notes	2023 \$	2022 \$
Residential aged care – entry deposits (i)	17,367,408	18,939,240
Lease premiums entry deposits:		
Apartments (i)	9,796,210	9,779,989
Village (i)	37,218,969	37,666,325
	64,382,587	66,385,554

(i) The 2022 comparative information has been reclassified with Note 10: Current Liabilities - Trade and Other Payables to enhance comparability.

Reconciliation:

Opening balance	66,385,554	65,788,770
Add: entry deposit to be received	3,561,000	3,312,800
Add: entry deposits received	8,949,058	13,405,759
Less: entry deposits refunded	(6,180,255)	(11,558,152)
Less: entry deposits to be refunded	(5,703,616)	(3,425,217)
Less: retentions/deferred lease premiums paid	(2,629,155)	(1,138,406)
Closing balance	64,382,587	66,385,554

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 14: Non-Current Liabilities – Employee Benefits

	2023	2022
Notes	\$	\$
Provision for long service leave	<u>707,500</u>	<u>758,000</u>

Note 15: Non-Current Liabilities – Provisions

	2023	2022
Notes	\$	\$
Independent living units – Lessees share of capital gain	<u>4,370,772</u>	<u>4,806,490</u>

Note 16: Non-Current Liabilities – Financial Liabilities

	2023	2022
Notes	\$	\$
Right of Use Lease - 170 High Street	380,936	495,276
CBA Loan	0	2,943,559
	<u>380,936</u>	<u>3,438,835</u>

Note 17: Equity

	2023	2022
Notes	\$	\$
Retained surplus		
Opening Retained Surplus	5,443,004	1,409,726
Add: Current Year Surplus / (Deficit)	(2,704,033)	4,038,564
Transferred (to)/from Reserves	0	(5,286)
Closing Retained Surplus	<u>2,738,971</u>	<u>5,443,004</u>
Other Reserves	2,334,305	2,329,019
Transferred (to)/from Retained Surplus	0	5,286
Other Reserves	<u>2,334,305</u>	<u>2,334,305</u>
Asset Revaluation Reserve	<u>11,325,912</u>	<u>11,325,912</u>
Total Equity	<u>16,399,188</u>	<u>19,103,221</u>

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 18: Segment Reporting / Entity Details

Westmont Aged Care Services Ltd operates a community owned, not for profit business at Baranduda, in the City of Wodonga, servicing the surrounding areas and incorporates residential aged care, respite care, assisted living units, independent living and community care. The community care operation is run out of two locations in Wodonga.

(a) Assets and liabilities

	Residential Aged Care				Apartments				Village				Community				Total	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Assets																		
Cash & cash equivalents	986,458	1,551,290		280,886	240,770		461,501	2,546,743	729,141	1,690,212					2,457,985	6,029,015		
Trade & Other receivables	2,272,428	3,224,198		1,969,340	881,280		49,246	62,076	355,933	417,307					4,646,948	4,584,861		
Property, plant & equipment	23,802,926	22,061,191		9,689,939	9,027,226		6,843,838	8,556,649	730,266	1,356,134					41,066,968	41,001,200		
Investment Properties	0	0	0	0	0	0	52,370,000	52,370,000	0	0	0	0	0	0	52,370,000	52,370,000		
Intangible Assets	0	0	0	0	0	0	97,520	86,790	0	0	0	0	0	0	97,520	86,790		
Total Assets	27,061,812	26,836,679	11,940,165	10,149,276	59,822,104	63,622,258	1,815,339	3,463,653	100,639,421	104,071,866								
Liabilities																		
Trade & Other Payables	3,760,821	606,286		1,206,314	41,042		2,336,913	828,589	876,662	2,089,887					8,180,710	3,565,804		
Financial Liabilities	0	193,366		191,250	0		3,159,050	2,943,559	495,277	619,155					3,845,577	3,756,080		
Provisions	0	0	0	0	0		4,370,772	4,806,490	0	0					4,370,772	4,806,490		
Employee Benefits	1,870,540	1,637,526		177,590	155,468		158,797	139,016	1,253,660	1,097,490					3,460,587	3,029,500		
Accommodation Deposits	17,367,408	21,649,100			0			0	0	0					17,367,408	21,649,100		
Lease Premiums	0	0		9,796,210	10,210,439		37,218,969	37,951,232	0	0					47,015,179	48,161,671		
Total Liabilities	22,998,770	24,086,278	11,371,363	10,406,949	47,244,501	46,668,886	2,625,599	3,806,532	84,240,234	84,968,645								
Net Assets	4,063,042	2,750,401	568,802	(257,673)	12,577,603	16,953,372	(810,259)	(342,879)	16,399,188	19,103,221								

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 18: Segment Reporting / Entity Details (cont)

(b) Revenues & Expenses

	Residential Aged Care		Apartments		Village		Community		Total	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue										
Government Service fees	11,101,674	9,848,201	0	0	0	0	6,839,872	6,824,857	17,941,545	16,673,058
Client & Resident fees	3,271,755	3,318,652	736,791	693,853	766,225	728,917	875,557	976,141	5,650,328	5,717,563
Transitional Care	185,603	185,603	0	0	0	0	0	0	185,603	185,603
Deferred management fees	0	0	260,244	209,423	633,309	721,893	0	0	893,553	931,316
Interest	382	1,344	307	699	2,942	7,493	31	6,048	3,662	15,584
Other revenue	316,761	305,080	15,795	60,040	82,610	44,568	299	34,157	415,465	443,845
Total Revenue	14,876,175	13,658,880	1,013,137	964,015	1,485,086	1,502,871	7,715,758	7,841,203	25,090,156	23,966,969
Operating Expenses										
Resident & Client Care	8,837,804	7,835,300	0	0	0	0	6,620,655	5,540,068	15,458,459	13,375,368
Catering Services	2,008,939	1,792,881	409,642	374,484	0	0	0	0	2,418,581	2,167,365
Domestic Services	1,314,074	1,129,295	195,948	223,005	40,300	43,500	33,319	5,331	1,583,641	1,401,131
Maintenance & Grounds	827,805	679,487	273,141	290,087	876,471	889,821	64,920	46,099	2,042,337	1,905,494
Utilities	266,909	262,042	108,520	95,536	193,289	230,643	44,714	46,917	613,432	635,138
Administration	1,320,762	989,683	177,631	118,770	180,365	169,674	731,933	627,375	2,410,691	1,905,502
Finance Costs	0	92,335	0	8,394	0	10,407	0	5,633	0	116,769
Corporate	859,482	621,088	100,530	99,651	295,492	243,158	377,856	476,891	1,633,360	1,440,788
Total operating expenses	15,435,775	13,402,111	1,265,412	1,209,927	1,585,917	1,587,203	7,873,397	6,748,314	26,160,501	22,947,555
Surplus for year before depreciation & revaluation	(559,600)	256,769	(252,275)	(245,912)	(100,831)	(84,332)	(157,639)	1,092,889	(1,070,345)	1,019,414
Valuation increment & Gifted Asset Contribution	0	0	0	0	0	3,440,854	0	1,130,000	0	4,570,854
Surplus for year before depreciation & amortisation	(559,600)	256,769	(252,275)	(245,912)	(100,831)	3,356,522	(157,639)	2,222,889	(1,070,345)	5,590,268
Depreciation & Amortisation	1,018,962	1,011,100	299,695	297,383	104,893	104,084	210,138	139,137	1,633,688	1,551,704
Net surplus/(deficit) for the year	(1,578,562)	(754,331)	(551,970)	(543,295)	(205,724)	3,252,438	(367,777)	2,083,752	(2,704,033)	4,038,564

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 19: Contingent Liability

The Directors are not aware of any contingent liability that may exist as at 30 June 2023.

Note 20: Financial Risk Management

The company's financial instruments consist mainly of deposits with banks, local money market instruments, short-term investments, accounts receivable and payable, accommodation bonds and lease premiums. The carrying amounts for each category of financial instruments, measured in accordance with AASB 9 as detailed in the accounting policies to these financial statements, are as follows:

	Notes	2023 \$	2022 \$
(i) Financial Assets			
Cash on hand	4	2,457,985	6,029,015
Trade and other receivables	5	4,338,917	4,256,351
Total Financial Assets		6,796,902	10,285,366
(ii) Financial Liabilities			
Trade and other payables	10	8,180,710	6,991,021
Borrowings	11,16	3,845,577	3,756,080
Residential aged care – bonds and deposits	13	17,367,408	18,939,240
Lease Premiums			
Apartments	13	9,796,210	9,779,989
Village	13	37,218,969	37,666,325
Total Financial Liabilities		76,408,874	77,132,655

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 21: Events occurring after Balance Date

Although the COVID-19 pandemic has been downgraded to business as usual approach, as an essential service, Westmont Aged Services continues to operate under some restriction imposed by the Federal Government . Westmont Aged Services continues to monitor the financial and non-financial impacts. It is not anticipated that any required facility lockdown actions will have a significant impact on Westmont Aged Service's financial position or operations.

Subsequent to year end the directors have entered into a contract of sale to sell land and buildings held as works in progress and referred to the as the Senior Lifestyle Village at 34 Ellen McDonald Drive Baranduda for \$6.975 million (inclusive of GST), with an expected settlement date of 28 September 2023

No other matters have arisen in the period between the end of the financial year and the date of these financial statements that would affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in future financial years.

Note 22: Commitments for Capital Expenditure

	Notes	2023 \$	2022 \$
Capital commitments payable as follows:			
Ozone System for Laundry		0	17,500
Westmont Seniors Lifestyle		0	675,652
Total Financial Assets		0	693,152

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 23: Related Party Transactions

(a) Directors

The Following persons acted as directors of the company during the period.

Dr William Keeton	Director, Chair	01/07/2022 to 30/06/2023
Graeme Patterson	Director, Deputy Chair	01/07/2022 to 30/06/2023
Carol Wlodarczyk	Director, Secretary	01/07/2022 to 30/06/2023
Eleanor Fitz	Director	01/07/2022 to 24/10/2022
Andrew Williams	Director	01/07/2022 to 24/10/2022
Andrew Brown	Director	01/07/2022 to 24/10/2022
Ashley Boyd	Director	25/10/2022 to 30/06/2023
Janet Chapman	Director	25/10/2022 to 30/06/2023
Jennifer Gordon	Director	01/07/2022 to 30/06/2023
Deborah MacKinlay	Director	01/07/2022 to 30/06/2023
Roger Snell	Director	01/07/2022 to 30/06/2023
Dr William Walton	Director	25/10/2022 to 30/06/2023

(i) The Directors received remuneration during the year of \$96,793 (2022: \$73,056); and

(ii) There were no transactions with directors or their related parties during the year.

(b) Key Management Personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity either directly or indirectly. The key management personnel of the entity comprise the Directors and senior management.

	2023	2022
	\$	\$
Aggregate remuneration paid to key management personnel for the year	<u>1,323,109</u>	<u>742,940</u>

(i) All Direct Reports to the Chief Executive Officer with management responsibility have been included

(ii) A review of the direct reports to the Chief Executive Officer who have management responsibility was undertaken in 2023. This has increased the number of direct reports and the 2023 remuneration

(iii) There was a period of 5 months cross over where the new Chief Financial Officer was employed at the same time as the retiring Director of Finance and Information Technology.

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 24: Members Guarantee

The company is incorporated as a company limited by guarantee under the Corporations Act 2001.

If the company is wound up the constitution states that each member is required to contribute to a maximum of \$100 each towards meeting any outstanding obligations. As at 30 June 2023 there were 9

Note 25: Fair Value Measurements

The Company has the following assets that are measured at fair value on a recurring basis after initial recognition. The Company does not subsequently measure any liabilities at fair value on a recurring basis and has no assets or liabilities that are measured at fair value on a non-recurring basis.

	2023	2022
	\$	\$
Assets		
Land (i)	4,160,000	4,160,000
Buildings and improvements (i)	31,351,227	32,522,818
Investment properties (ii)	52,370,000	52,370,000
	87,881,227	89,052,818

(i) The fair value of freehold land, buildings and improvements is based on an external independent valuation performed in June 2021. The property at 11B McFarland Rd (the Willows) was acquired at no cost on 9 May 2022. The fair value of this purchase is based on a directors' valuation using capital improved value of \$1,130,000 per Council's rate notice.

(ii) The fair value of Investment properties based on an external independent valuation performed in

Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2023

Note 26: Auditor Remuneration

	2023	2022
Notes	\$	\$
Remuneration of the auditor:		
Auditing the financial statements	25,000	26,450
Other services	1,575	1,500
	26,575	27,950

Note 27: Entity Details

Westmont Aged Care Services Ltd is domiciled and incorporated in Australia. The registered office and principal place of business of the entity is:

Westmont Aged Care Services Ltd
265 Baranduda Boulevard
Wodonga Victoria 2690

Westmont's History

1978

May: Vermont Court Elderly Peoples Home commenced operation

1991

May: Westlands Hostel commenced operation

2004

June: Memorandum of Understanding for a merger between Vermont Court and Westlands Hostels was signed by the Presidents of the Committees of Management

August: Westmont Aged Care Services formed

December: Westmont Aged Care Services Ltd was incorporated as a public company limited by guarantee

2005

June: Commonwealth funding \$1.0m and 25 new bed licences secured

2007

August: Construction commenced Westmont Homestead

2008

August: Construction complete Westmont Homestead

December: Transfer of Residents from Vermont Court and Westlands to the Homestead

2009

July: Commenced construction of Westmont Apartments – Stage 1

November: Planning Permit Approval received for Stage 1 of Westmont Village

2010

April: Westmont Apartments and Community Centre opened

2011

April: Additional land purchased from Albury Wodonga Development Corporation (six hectares) to bring the total site to 16 hectares

July: Construction commenced Stage 2 Apartments

August: Westmont Village opened – Stage 1 (20 villas)

October: Westmont Community Care commenced

2012

March: Stage 2 Westmont Apartments opened

December: 150th Resident moved into Westmont

2013

November: Won tender to provide Home & Community Care in Wodonga City

2014

May: Stage 3 Westmont Village construction commenced (26 villas)

October 2014 to February 2015: Solar generation systems installed in stage 1 and 2 of the Village (33 villas)

2015

May: Electricity generator back up installed for Homestead, Apartments and Stages 1 and 2 of the Village

July: 200th Resident chose to call Westmont their home

October: Development Plan Overlay approved by City of Wodonga for additional Village land, including waterway establishment

November: 45kWh of solar operation systems installed at Westmont Homestead

2016

January: Stage 4 of Westmont Village commenced (30 villas)

July: Victorian Home and Community Care (HACC) for older people is transitioned to the Commonwealth Home Support Programme (CHSP) with all existing clients continuing services

August: Board approves commencement of \$2.25m Recreation Centre, BBQ area and Children's Playground

2017

March: First Home Care Package clients select Westmont as their provider

October: Westmont appointed as Department of Veteran Affairs Home Support Provider in Towong and Indigo Shires

December: Completion of \$2.25m Recreation Centre and BBQ area

2018

April: Official Opening and Naming Ceremony of the \$2.25m Recreation Centre (The Ray Snell Centre)

2019

March: Announcement – Dementia Cottages (32) beds approved. Last Villa of 123 sites was completed.

September 2019: 114 Kwh solar system installed over caravan parking area for Stages 3, 4 and 5 of Westmont Village

December 2019: Purchase of 34 Ellen McDonald Drive site

2020

January 2020: Commencement of construction of Westmont Cottages – Stage 1

June 2020: 175th Client with a Home Care Package selects Westmont Community Care as their provider

2021

January 2021: Opening of Westmont Cottages - Stage 1

2022

2022: Civil works completed - 34 Ellen MacDonald Drive - Westmont Seniors Living Village

2023

September 2023 – Westmont Senior Living Village sold to Lincoln Place.



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